





## Ex-PM puts Lyons on world stage

By Andrew Jack, recently in Lyons

Mr Raymond Barre has lived his political life in reverse. He was a senior French government representative at the European Commission in Brussels in the 1960s, became prime minister in 1976, and was then elected as an MP. Last year, aged 71, he became mayor of Lyons, which has been the stage for something of a political comeback. And at the end of June he hosts the G7 summit of heads of the world's leading economies. His controversial first year in office has put a new spring in the step of France's second city, long troubled by an inferiority complex in relation to Paris.

In pushing through radical changes, Mr Barre has been helped by his status as a reluctant candidate for mayor. He hosts the impression of standing against his will after Michel Noir, his predecessor, was convicted of corruption. Mr Barre, who was standing for the council, merged his party's list of aspirant politicians with Noir's after the first round of the municipal elections, reducing the chance of a split vote on the centre-right. This was not universally popular and some candidates withdrew.

His political profile brought some immediate benefits for

Lyons - more than 20 government ministers and three heads of state have visited this year alone.

Mr Barre claims not to have lobbied for the selection of Lyons to host the G7 meeting, but there is little doubt that his election helped influence President Jacques Chirac's decision to choose the city just days later.

Mr Barre is making the most of the occasion, likening the meeting to "a debutantes' ball" - a chance for Lyons to show off its hidden charms and attractions to thousands of international visitors.

"Lyons is not very well known or recognised," he says. "I'm always struck by how impressed foreigners are when they visit the city. That is very important for the future. Lyons needs to be much more international."

Preparing for the G7 has been one of Mr Barre's two priorities during his first year in office. The other was a wide-ranging consultation ahead of launching his formal programmes for the city and the wider conurbation over which he also presides.

Details of both policies have been announced in the last few weeks. He has talked about boosting the links between scientific research and business innovation, increasing the importance of public transport and demolishing some of the



Raymond Barre: the revitalised 71-year-old mayor of Lyons

worst urban redevelopments of the 1960s and 1970s. Most controversially, he is placing emphasis on social policy, and redistributing city funds to less advantaged districts. He has proposed financial reforms for the Lyons conurbation which would help provide a more even allocation - including higher taxes for richer, more politically right-wing districts.

The challenge of inequality, particularly in the region's deprived areas, is one of his most important concerns. But he plays down the importance of simply providing jobs as a solution.

"What is really needed is not money but to create a dialogue, and to give the people who live in these areas the feeling that they are not rejected," he says.

"It is a problem of relations between the diverse communities. Young people from these areas want to be able to come into the centre of Lyons on Saturday and Sunday and not be considered foreigners," said Mr Barre.

## Bob Dylan provides backing for G7 summit

By Andrew Jack

The singer Bob Dylan will be among some 10,000 people descending on France's second city at the end of June, when world leaders gather for the G7 heads of government meeting.

For months, teams from the industrial world's seven leading economic powers, the European Union and Russia, have been preparing for the visit of their leaders - under strict instructions from France's President Jacques Chirac to keep security to a minimum so that the city

remains vibrant while he is there. For Lyons, the G7 is a chance to show off its historic buildings and culinary skills as well as its economic strengths - all the best hotels and restaurants are already booked up.

Officials estimate the costs of the preparations at more than FF20m (\$3.5m), but the visitors are expected to spend FF27m. Bullet-proof cars are being flown in to the regional airport. Discussions are in hand to close off some of the city's riverside paths to allow US President Bill Clinton to take his morning jog. Communica-

tion centres have been established, press officers hired and preliminary instructions issued - including one from President Chirac's image consultants that he is not to be filmed or photographed eating.

Not all the 1.3m citizens of Lyons are completely happy about the G7 "invasion" - there are concerns about the influx of outsiders causing congestion.

To make up for the inconvenience, the city plans a concert on the Saturday night after the G7 finishes, with an important musician from each of the countries involved. Bob Dylan is the star attraction.

## Gazprom's purchase of Hungarian bank to be approved

# Russians back in Hungary

By Virginia Marsh in Budapest

Hungary's privatisation agency said yesterday it expected to go through with the controversial sale of the country's oldest bank to the banking arm of Gazprom, Russia's largest company.

The local press - in a country where the last occupying Soviet troops left just five years ago - has viewed the deal with suspicion, questioning Gazprom's motives for buying a small Hungarian bank.

Central bank officials believe Russian and Ukrainian companies channel funds through the Hungarian financial sector.

Local commercial banks say some of their most successful branches are in the depressed north-east of the country, thanks to hard currency deposits from over the border in the former Soviet

Union. The planned sale comes just days after Mr Tamas Suchman, the privatisation minister, blocked for the second time the sale of a local oil research institute to another Russian company, mainly after pressure from nationalist opposition MPs. The sale could be a boon for AEB. It is

### Gazprom expects to use the bank to manage its financial operations relating to its gas exports to the region

one of Hungary's smallest banks with a balance sheet total of just Ft38bn and only eight branches, all in Budapest. It has representative offices in Russia, Ukraine, Switzerland and Israel.

In particular, AEB has carved out a niche in currency operations for foreigners working in Hungary.

Gazprom officials in Budapest said yesterday the company intended to use the bank to manage its financial operations in

the region to which it exports hundreds of millions of dollars worth of gas each year. As well as its core gas business - it controls a third of the world's known gas reserves - Gazprom has several industrial holdings and investments in the Russian financial sector.

It is believed that the acquisition of AEB would be its first investment in a bank outside the former Soviet Union.

In Hungary, which is heavily dependent on Russian gas supplies, the company recently formed a joint venture with Mol, the national oil and gas company, giving it a share in Mol's gas transport and pipeline network.

In spite of the opposition, Hungary may find it difficult to sell its stake in AEB to another bank, as Gazprom appears to have already sewn up the other 50 per cent of the bank.

Last Friday, Central-European Development Corp, the regional investment vehicle of Mr Ronald Lauder, the US entrepreneur and one of the heirs to the Estée Lauder cosmetics fortune, signed a letter of intent to sell its 50 per cent stake plus some management rights in the bank to the Russian company.

## Crimea enters crime era

Matthew Kaminski reports on how Ukraine's Riviera is now Sicily

The summer holiday season is open in the sunny Crimea, but the peninsula's beaches and palm trees were not on the agenda of the 60 senior law enforcement officers who arrived yesterday.

A crime wave, on top of political instability and economic chaos, has scared away the millions of tourists who used to mingle with the Soviet politburo, whose luxury villas dot the coastline.

"The Ukrainian police must do everything to stop the unfortunate growth of crime during the summer season on the nation's resorts," General Valery Chernishov, the deputy interior minister, said yesterday in Sudak which, with Yalta and Sochi, used to be the pride of the Soviet Black Sea coast.

Growing anxiety over crime comes as the authorities are reporting a slight revival in tourism this season. For the first time since the Soviet Union collapse, all health resorts are fully booked for the

summer, according to Ms Ganna Halperina, at the Crimean tourism ministry.

Local officials want occupancy rates at the large state-owned hotels, whose 142,000 rooms last year were only three-quarters full, to follow suit. Fewer than 2m tourists

But Crimea has Ukraine's highest crime rate, and it is rising. In the first three months of the year, the number of robberies increased 35.5 per cent, compared with 5.5 per cent in the country at large, according to Mr Chernishov. About 100,000 employees of

on economic dislocation in a region where industrial output fell 16.3 per cent last year.

Moskovskiy Novosty, a weekly read by thousands of potential Crimean visitors from the Russian capital, last week reported on "criminal feudalism" in Crimea. It quoted the Ukrainian security service as saying that more than 80 per cent of private enterprise was believed to be controlled by organised crime.

Several dozen Russian, Tatar and Ukrainian gangs are fighting over holiday resorts, which technically have not been privatised. Local officials suggest they are being "taken over" by private interests.

The director of Yalta's elegant Oreada Hotel, was gunned down last year - one of 13 contract killings in 1995. There have been 11 this year already.

The challenge for Crimea is to encourage private enterprise and develop the tourist industry in a peninsula which has become Ukraine's Sicily as well as its Elvira.

### More than 90 per cent of private enterprise was reported to be controlled by organised criminals

came to Crimea last year, compared with 8m in the years preceding the break-up of the Soviet Union.

Ms Halperina attributed the apparent turnaround at the health spas to recent political calm on the peninsula. The Kiev parliament last year removed the autonomous region's separatist president, Mr Yuri Meshkov. The current government was hand-picked by Ukrainian President Leonid Kuchma.

3,100 Crimean enterprises this month went on strike for an hour to draw attention to the problem.

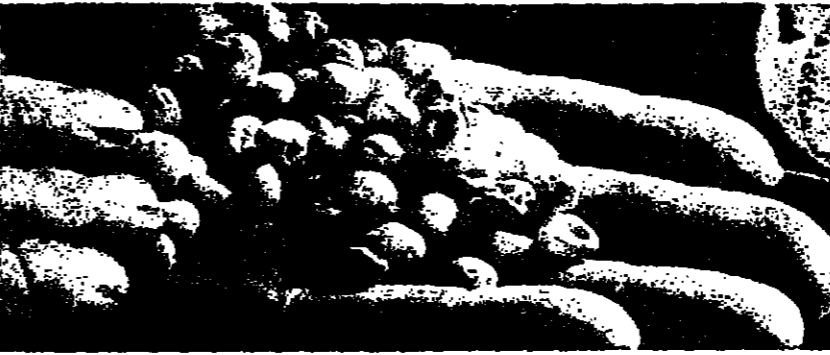
The interior ministry has been handicapped by low funding - only 40 per cent of promised budget support was delivered last year. Police have been implicated in supplementing their meagre incomes through crime. The government has cracked down, charging dozens with a variety of offences. Petty crime is blamed

# It takes more than sheer size to succeed in global markets. Hoechst.

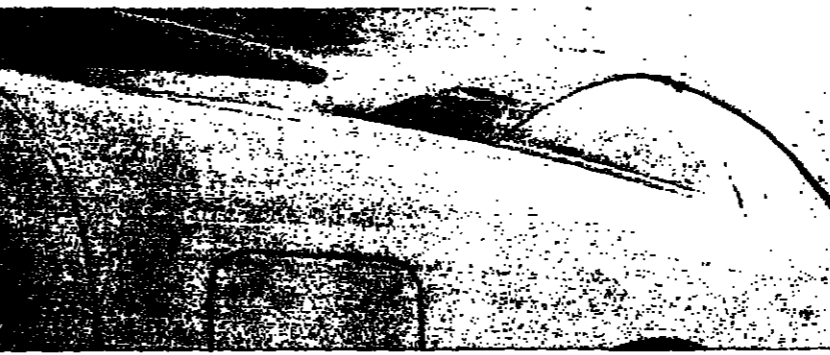
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# US revises growth estimate down to 2.3%

By Michael Prouse in Washington

The US Commerce Department surprised financial markets yesterday by revising down its growth estimates to show the economy expanding at an annualised rate of 2.3 per cent in the first quarter, rather than 2.6 per cent as previously reported.

But the revision did little to improve spirits in the bond market because it was seen as laying the ground for faster

growth in the second quarter. The new figures showed corporate inventories falling in the first quarter for the first time in four years. The sharp reduction in stocks of unsold goods means companies will have to step up production to meet buoyant consumer demand in coming months.

Separate data yesterday indicating a robust housing market also fuelled fears that faster growth might put upward pressure on prices and wages. Sales of new homes

rose 6.7 per cent last month, in spite of a sharp increase in mortgage rates this year which was expected to depress demand for new homes.

Following upward revisions to previous months, sales are now running at a seasonally adjusted annual rate of 776,000, 28 per cent higher than in April last year. Many analysts expected sales last month of only about 690,000.

By midday yesterday, the benchmark 30-year Treasury bond was down  $\frac{1}{8}$  to yield 6.971

per cent, having fallen sharply on Wednesday. Economists took a more sanguine view than bond traders. They said the economy appeared to be growing roughly in line with its long-run potential, which is put at about 2.5 per cent a year. Provided wage and price pressures remain mild, few economists expect the Federal Reserve to raise short-term interest rates in the near future.

"The Fed has the economy where it wants it," said Mr

David Wyss, chief financial economist at DRI/McGraw Hill, an economic forecasting group. Growth was likely to accelerate slightly in the second quarter to an annualised rate of 2.5-3.0 per cent, but the Fed would not need to tighten monetary policy until after the November presidential election, he said.

Yesterday's figures showed a drop in inventories for the first time since 1992. Inventories fell at an annual rate of \$5.7bn in the first quarter, having risen

\$16.5bn in the final period of last year. Officials previously estimated that stocks rose \$7.9bn in the first quarter.

However, other components of GDP pointed to strong underlying demand. Consumer spending and business investment grew at annual rates of 3.6 per cent and 13.2 per cent respectively in the first quarter. Overall growth of final sales was revised up to an annual rate of 3.7 per cent against a previous estimate of 3.3 per cent.

AMERICAN NEWS DIGEST

## Venezuelan leader sentenced

Mr Carlos Andrés Pérez, Venezuela's former president, was found guilty yesterday by the country's Supreme Court of having misappropriated public funds during his second presidential term, from 1989 to 1993.

Mr Pérez, 74, has spent the past two years under house arrest, so that his sentence of two years and four months would conclude in September. Under Venezuelan law convicts over 70 years old may serve their sentence under house arrest.

Mr Pérez was absolved of charges of embezzlement. Upon his release Mr Pérez is expected to begin a tour of the country and may return to active politics. He maintains he is still the leader of the Democratic Action party (AD), the country's largest, which is divided over its support for Mr Pérez. As a former president, Mr Pérez would automatically be entitled to become a congressman for life on his release.

Mr Pérez's economic austerity measures provoked bloody street riots in 1989. He then survived two military coup attempts until forced out of office in May 1993 to face charges of corruption. Mr Pérez, who maintains his innocence, is taking his case to the Inter-American Tribunal in Washington.

Ray Colitt, Caracas

## Peru oil privatisation starts

The privatisation of Peru's state-owned oil producer and refiner Petroperu as a series of separate units is due to start today amid continuing protests. Opinion polls indicate that more than 60 per cent of Peruvians oppose the sell-off.

A protest march was scheduled to take place in Lima late yesterday supported by organisations ranging from trades unions to mothers' clubs, and from shanty-town dwellers to retired military.

The "civic committee" heading the protest is still gathering and processing the more than 1.2m signatures required to call a referendum on the fate of Petroperu. It says this process will continue regardless of today's outcome.

Despite the last-minute burst of opposition activity, on the auction block today will be a 60 per cent stake in the refinery of La Pampilla, Peru's largest, and the concession for an associated northern jungle oilfield known as Block 8, which presently produces a fifth of all Peru's crude. Base price for the refinery has been set at \$106m and for the oilfield concession at \$75m, with compulsory minimum investment commitments of \$50m and \$25m respectively over five years.

Sally Bowen, Lima

## Air force officers re-assigned

The US Air Force said yesterday it had relieved a brigadier general and two colonels responsible for overseeing maintenance of the aircraft that crashed in Croatia in April, killing Commerce Secretary Ron Brown and more than 30 others.

In a statement from Ramstein Air Base, Germany, where the crashed Air Force T-43 twin-engine jet had been based, the Air Force said its local commander had lost confidence in the ability of the commander, vice commander and operations group commander of the 86th Airlift Wing "to continue to effectively discharge their duties."

The Air Force statement did not spell out any fault found with the officers, Brigadier General William Stevens, former commander of the 86th Airlift Wing; Colonel Roger Hansen, the wing's former vice commander; and Colonel John Mazurkowski, who had headed the 86th Operations Group. An Air Force spokeswoman said that the three were being reassigned to other duties, which were not immediately specified.

Reuters, Washington

# Argentine upturn puts hope back on menu

Optimistic Cavallo is seizing on patchy signs of economic recovery, writes David Pilling

Recent television pictures of slum dwellers in Santa Fe province skinning and cooking a cat were hard for most Argentines to stomach. Although the event may have been a put-up job, paid for by an unscrupulous journalist, the image symbolised for many the depth of Argentina's year-long recession and the desperation of many of its 24m unemployed.

Small wonder then that credible signs of a recovery, albeit fragile and patchy, have sent waves of relief through the corridors of the economy ministry.



Cavallo: berating the more pessimistic analysts

For months, officials have been painting a bright picture that bore little relation to bleak economic statistics or to growing public discontent. At last ministerial optimism may have some basis in reality.

"We are seeing a genuine, though tenuous, recovery after last year's deep recession," says Mr Orlando Ferreres, a private-sector economist. He estimates that gross domestic product has edged up 0.6 per cent in the second quarter of 1996 against the same period last year. That would be the first positive result after four negative quarters, and follows last year's withering of GDP by 4.4 per cent.

Several recent statistics lend weight to Mr Ferreres' view. Sales of steel have rocketed in the past few months, while car sales, devastated by recession, have begun to recover. White goods purchases are also up, rising 14 per cent in the first

quarter against the same period in 1995. Tax receipts, which closely track consumption, are steadily improving, though not fast enough to meet fiscal targets agreed with the International Monetary Fund.

This week, a much-watched industrial production index produced by FIEL, an economic think-tank, registered its first rise in 12 months, with April's figure 5.3 per cent above the same month in 1995. But even that good news was tinged: April production was marginally below March.

There is still an insufficient body of reliable, seasonally adjusted statistics on which to base a trustworthy assessment of Argentina's economic cycle, says Mr Pedro Lacoste of the Alpha economic consultancy.

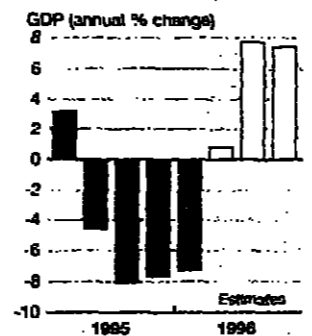
Energy consumption, help-wanted advertisements and use of public services - all cited by officials as encourag-

ing leading indicators - have a poor track record in foreshadowing economic activity, he says.

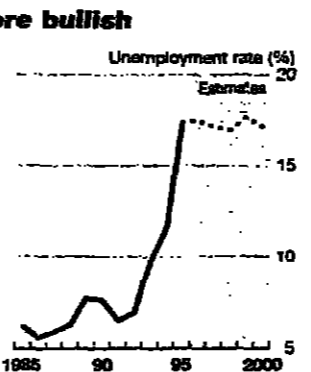
Mr Lacoste, nevertheless, believes the elements are in place for a recovery from last year's recession, which was triggered by an \$8bn capital

outflow in the months following Mexico's devaluation. Bank deposits have recovered to pre-Mexican levels. Interest rates are lower, and consumers - who have reduced their debts - are being tempted to spend as prices fall. The agricultural sector, encouraged by high international prices, is booming. A potential deflation-

### Argentina: looking more bullish



Source: Orlando Ferreres & Associates



which 1996 fiscal targets are based. "I know there is a certain scepticism within Argentina as to whether these goals can be met," he said.

Mr Lacoste warns that strong recovery in 1996 and 1997 depends on several factors, some beyond Argentina's control. He highlights the continued stability of Brazil (on which much of Argentina's export boom is based), the direction of international interest rates, domestic bank lending policy, and the cabinet's ability to stifle latent tensions. If all goes well, Argentina could be clipping along at 6 per cent next year; if not, growth could be half that, he says.

Even if recovery is vigorous, few believe this will have much immediate impact on the 16.4 per cent jobless rate, which opinion polls indicate is the number one concern of Argentines. Unemployment, nearly triple the historic average, is more the result of profound economic restructuring than the ravages of last year's recession, most analysts argue.

That is not necessarily the public perception, though, and the next unemployment figure, due out on June 25, is eagerly awaited.

Should the rate fall, the government will cite this as another sign of economic recovery. But should it rise, the public will take much convincing that things are improving, and thoughts will turn again to desperate images such as that conjured up by the slum dwellers of Santa Fe.

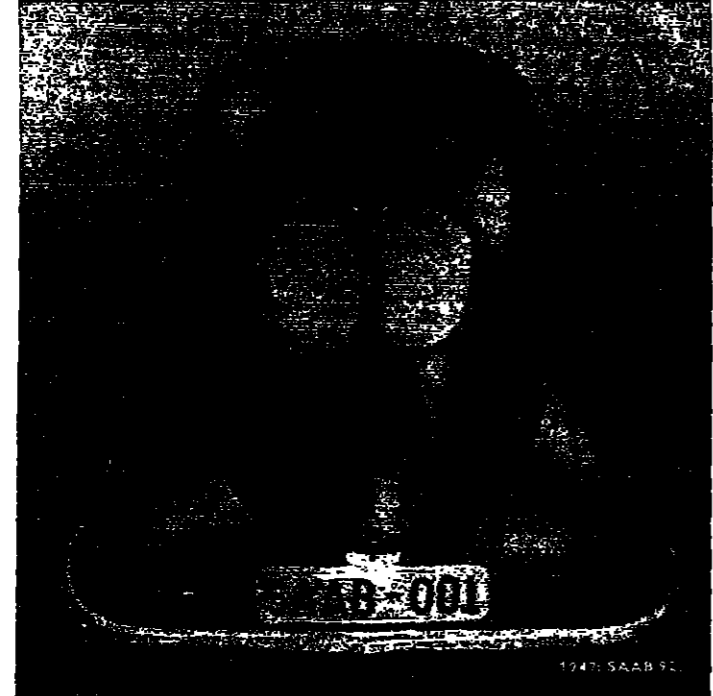
any spiral appears to have been avoided and Alpha is predicting GDP growth of 2.3 per cent for 1996.

Evidence of recovery has been seized on by Mr Domingo Cavallo, economy minister. Higher sales, which have been improving for several months,

**'We are seeing a genuine, though tenuous, recovery after last year's deep recession'**

have since April been reflected in increased production as inventory stocks are used up, he says.

Mr Cavallo, critical of pessimistic analysts, says: "Last year, they said we were entering a recession from which we would never emerge. This year, they're saying the recovery will be very tenuous and that



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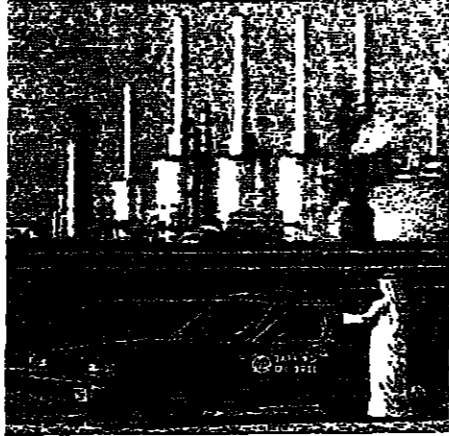
UK groups accuse Saudis on bids

By Tim Burt and Rوتا Khalaf in London

Some of Britain's largest civil engineering contractors yesterday set themselves on a collision course with the Saudi Arabian Oil Co. ...

Saudi Arabia: no UK companies on Aramco's list

- Shaybah programme: \$600m Shaybah production facilities 3 US bidders, 2 Japanese, 1 French ...



- Other programmes: \$190m Uthmaniyah gas plant treating facilities 2 US bidders, 2 Japanese, one each from Canada, Italy, US/Switzerland/Sweden ...

no UK-based companies have been named among the bidders for 12 Saudi oilfield and gas plant projects. Aramco was unavailable for comment.

represents some of the UK's largest engineering contractors, said: "From the evidence we have seen, it is clear that this is a politically motivated move."

said: "If UK companies have been left off the bidding lists, it is a serious development and one which we can only deplore."

On another \$250m project for the Saudi Iron and Steel company at al-Jubail, it hopes that securing the contract will make up for the loss last month of a \$1bn project for the same company.

EU still hopes for shipping accord

By Frances Williams in Geneva

The European Union said yesterday it had not given up hope of reaching a multilateral accord on international shipping in the World Trade Organisation ...

Romanians win air parts deal

By Frances Williams in Geneva

Romaero, Romania's main civilian aircraft manufacturer, is to produce parts for Bombardier of Canada's CL-115 hydroplane, including more than half of the aircraft's body.

S Korea faces WTO complaint

By Frances Williams in Geneva

The US has filed a new complaint at the World Trade Organisation over South Korea testing and inspection procedures for imported fruit and vegetables.

Slovakia signs N-plant credit agreements

By Vincent Boland in Prague

Slovakia yesterday signed credit agreements worth nearly \$900m with a group of banks to finance completion of its controversial Mochovce nuclear power plant, and said an older plant it is meant to replace would be shut down within six years.

tanstalt für Wiederaufbau of Germany, and France's Société Générale.

Bohunice plant, which uses Soviet technology from the 1960s and 1970s and is regarded by nuclear experts as unsafe, would be closed by the year 2000.

Siemens, the German high-technology group, and the French energy company

ASIAN ELECTRICITY Power Transmission in Asia. 25-26 June 1996 Singapore. Billions of dollars are being invested in power production throughout Asia. Issues include: The Role of Transmission in the Electricity Industry, Status of Transmission Issues in Asia, etc.

General Motors' Thai hub will boost drive into Asia

Early in May, the board of General Motors was shown five colour slides. Condensed into the short presentation was 18 months of research, planning and often frustratingly public negotiations between GM executives and officials from the Philippines and Thailand.

arrangements and underdevelopment were problems GM was not about to get involved with. The remaining countries were evaluated on the basis of three factors: cost, size and potential of the home market, and infrastructure.

Asian car sales: GM enters the fray. Table with columns: Country, 1995, 2000, Top Seller.

team based at regional headquarters in Singapore started to build up an actual business case for each country, things surprisingly began to blur.

Ted Bardacke on why the Philippines lost out over GM's plans for a manufacturing base

571,580 in 1995 are expected to grow to 915,000 in 2000, with strongest growth in passenger cars, which GM's new facility will focus on.

SE Asian car sales. Table with columns: Brand, Market share %.

But Thailand actually did make a crucial concession. Already having agreed at World Trade Organisation negotiations to waive domestic content requirements by 2000, it moved that waiver forward two years to 1998.

Chrysler, with its low volumes, and Ford, via its Mazda link could count on many of these suppliers, but in a high-stakes regional competition with GM, Japanese manufacturers might balk.

Handwritten signature or scribble at the bottom of the page.

South Korea and its historic adversary Japan vie to host the 2002 football series World Cup rivalry reopens old wounds

By John Burton in Seoul and Elyk Turazono in Tokyo

Seoul's Olympic stadium will be packed tomorrow night with either very happy or very angry Koreans. As many as 70,000 people will gather inside the huge concrete structure to await word from the Zurich HQ of the Fédération Internationale des Football Associations on whether South Korea or its historic foe Japan will host the 2002 World Cup.

South Korea's World Cup logo has become as ubiquitous as the Taegeukgi (the national flag) and is plastered on everything from building sites to phone cards. Analysts predict the World Cup games could add at least \$1bn to the domestic economy and increase sales of Korean products by \$7.5bn because of global exposure during the event.

Emotions bordered on hysteria as Korean fans jammed the Olympic stadium over the past week to watch the national team beat the apparently jettisoned AC Milan and Juventus teams in friendly publicity matches. Koreans hope their soccer prowess (they have qualified four times for the World Cup finals) and enthusiasm will overcome Japan's financial and infrastructure strengths.

Despite the military drill teams that seem to feature prominently in the World Cup pageants, Koreans argue "World Cup will contribute North-South peace", as one banner at a Seoul intersection put it. Officials suggest Seoul may co-operate with North Korea on World Cup games in an attempt to improve ties.

Encourage FIFA members who oppose his rule of soccer's governing body to support Korea in protest. Opposition to Mr Havelange is strongest among the eight European Football Union (UEFA) representatives, who have proposed the World Cup games be co-hosted by Japan and Korea in an attempt to end their bitter contest. Mr Havelange has rejected the idea.

Manila business chief may face new tax charge

By Edward Luce in Manila

Philippine government lawyers are preparing a fresh action for alleged tax evasion against one of the country's most powerful executives, Mr Lucio Tan. Philippine Airlines chairman, who is awaiting a court verdict on a separate tax-related charge.

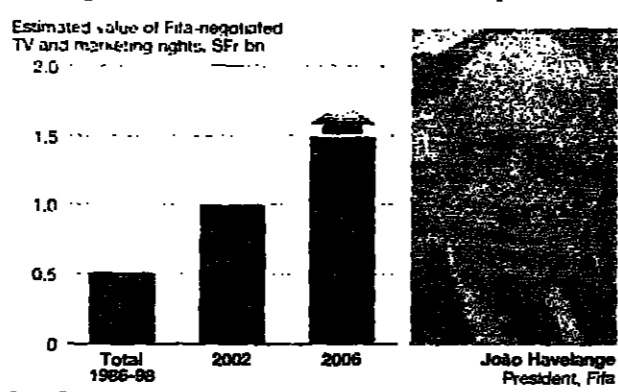
Tan on Tuesday would trigger full-scale prosecution by the BIR for alleged evasion of \$100 tax. The government claims Mr Tan set up "shell" marketing subsidiaries, which he denies, enabling him to under-declare production costs at his tobacco and brewery companies, to minimise value added tax payments.

Contracts debate may undermine Havelange

By Jimmy Burns in Zurich

Football, declares FIFA's 90-year commemorative brochure published two years ago, "is a sport that does not bend to the whims of politics but, on the contrary, takes on the role of mediator wherever there is strife and helps to heal wounds where there has been conflict."

Rising revenues from the World Cup



meeting will be the negotiation of TV and marketing contracts for the 2002 and 2006 World Cups worth a combined estimated total \$2bn. Tomorrow the committee will tackle the no less potentially explosive issue of where the 2002 World Cup should be held, deciding between the rival bids of South Korea and Japan - that is, if the FIFA president succeeds in blocking further moves towards a co-hosting of the cup, as favoured by some committee members.

ing exercise by both countries, wrote to the FIFA president, Mr João Havelange, with the following warning: "It is increasingly obvious the fear of losing has become almost more important than the desire to win... the two parties have displayed a level of agitation which is very disturbing. It is clear the federation, and indeed the nation which loses the bid, will suffer a devastating blow."

respectively, which expire after the 1998 World Cup in France. The contracts were negotiated in 1988, in the year of the Mexico World Cup, almost entirely by Mr Havelange, FIFA's general secretary, Mr Joseph Blatter, and the Mexican FIFA vice-president, Mr Guillermo Canedo, when the executive committee was, according to a FIFA insider, "little more than a rubber-stamping operation".

As a result, pressure has grown for FIFA to maximise its revenue from a deregulated market in the future, by throwing open future contracts to a wide range of bidders. This has been accompanied by calls for greater internal democracy. Last month, European committee members warned they were prepared to reject Mr Blatter's interim report on the bidding at today's meeting, in effect declaring a vote of no confidence in the organisation's leadership.

statements critical of the FIFA leadership and intensive behind-the-scenes lobbying led by Mr Chung Mong Joon, the South Korean vice-president of FIFA, who represents Asia on the executive committee. On April 22, Mr Chung wrote a four-page letter to Mr Lennart Johansson, another FIFA vice-president and head of the European football authority Uefa, in effect seeking to consolidate a powerful alliance against the present FIFA leadership.

In the letter, part of an extensive FIFA internal correspondence which has been made available to the FT, Mr Chung writes of speculation that a TV deal for 2002 and beyond may already have been informally concluded: "I hope this is not true. However, whether this is true or not is irrelevant; the real problem lies with the procedure, not the outcome. If the procedure is wrong or unfair, the outcome cannot be valid, regardless of its benefits or value."

ing that historically the process and decision-making on the marketing and TV contracts had been "handled by very few people behind closed doors". In the run-up to this week-end's meetings, Mr Johansson, hoping to win over some of Mr Havelange's supporters, has struck a non-confrontational approach, declaring FIFA's best interests lie in unity. But it was he who set the agenda more than a year ago by calling for much greater democracy to be brought into FIFA decision-making while unveiling a public document backing a fundamental change in the way world football is administered in the next century.

Mr Johansson, who has announced his candidacy for the presidency of FIFA in 1998, presents himself as a democratic alternative to Mr Havelange. Nevertheless, the public debate over accountability in FIFA is also about power and money, and may in the end have very little to do with democracy. As one FIFA insider put it: "Suddenly people realise that football is big business. It's all a fight about a bigger slice of the cake. There is really nothing ideological about it."

India's new PM prepares to juggle ministries

By Shiraz Sidhwa in New Delhi

Mr H.D. Deve Gowda, who takes over as India's prime minister tomorrow and will name his cabinet soon after, has a fine balancing act ahead of him. In the next few days, he will have to accommodate the widely disparate ideologies and aspirations of 13 different parties and leaders within the United Front which he heads, as well as those of the Congress and the small leftwing and caste-based parties which have pledged support to his government "from the outside".



Gowda: priority to poverty

Some regional parties are demanding for their leaders sought-after portfolios such as finance, commerce, industry, home, and external affairs, before deciding to join the government or to support it from the outside. Who fills these key jobs, especially the finance and commerce portfolios, could determine the future of India's economic reforms, a market analyst in Bombay said. "Though the markets were gunning for the Bombay Stock Exchange soared 104.44 points on Wednesday (before stabilising yesterday) when news broke that Mr Gowda, who is widely considered pro-reform, would be PM, a lot will depend on whether he includes reformers such as Mr P. Chidambaram in his cabinet or yields to pressure from different groups and inducts leaders with socialist-leftist leanings."

would withdraw support for the United Front if it does not continue with the reform policy started by Mr Rao in 1991. The Communist Party of India (Marxist), which declined to join a government propped up by Congress but will extend its support from the outside, has already stipulated that leaders whose names have been linked to a money scandal which broke earlier this year and resulted in the resignation of seven cabinet ministers, should not be given a cabinet berth. The CPI(M), the bitterest critic of Mr Rao's free-market reforms, is supporting the nomination of Mr Deepak Nayyar, an academic who was chief economic adviser to Mr V.P. Singh's government in 1989, for a top post in the finance ministry. Mr S. Jaipal Reddy, spokesman of the United Front, said yesterday an informal group representing all 13 partners in the coalition was drafting a common programme to be announced tomorrow, that would form the basis of the new government's economic and social policies. He added that self-reliance was not to be confused with self-sufficiency, admitting that the *swadeshi* concept of economic nationalism promoted by the Hindu rightwing Bharatiya Janata party, which resigned earlier this week ahead of a vote of no confidence which it was certain to lose, meant much the same thing. "The search is on for consensus and not conflict," Mr Reddy said.

ASIA-PACIFIC NEWS DIGEST

China pledges non-interference

China yesterday pledged not to interfere in Hong Kong's financial system after next year's transfer of sovereignty and indicated it was prepared to support the Hong Kong dollar in the case of speculative attack. "Hong Kong's currency and financial system will not change," said Mr Chen Yuan, deputy governor of China's central bank, addressing a financial conference in Beijing, he added that the territory would retain independence in managing its financial affairs.

Moody's to review Thai rating Moody's, the international rating agency, is to review its rating of Thailand's commercial paper programme and commercial bank deposits for a possible downgrade, thanks to a recent build-up of short-term foreign-currency debt, it said yesterday.

Australian deficit widens Australia's current account deficit jumped sharply in April, to A\$1.99bn (US\$1.59bn), the highest monthly figure since November. The figure compared with just A\$1.2bn in March, and the month-to-month deterioration was the second largest on record.

Canberra financial system probe The Australian federal government yesterday launched its much-heralded inquiry into the country's financial system, saying the year-long review would "seek to establish a common regulatory framework for overlapping financial products and propose ways for dealing constructively with further financial innovation."

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Congress has insisted it

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# Trading reforms proposed at Stock Exchange

By John Gapper, Banking Editor

The London Stock Exchange yesterday published a blueprint for reforms to share trading in the City of London that would allow leading investment banks to retain exemptions for tax in return for providing liquidity.

the same time as another consultation paper from the Securities and Investments Board on the conditions firms would have to meet to continue qualifying for exemption from stamp duty.

obliged to execute their block trades at least partly through the public order book.

that most trades in the shares of companies in the FTSE-100 index, where the new system will be introduced first, would be carried out on the order book rather than through block trades.

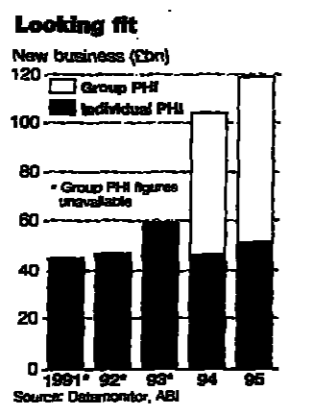
related to the value of each transaction, within minimum and maximum figures.

Paradoxically, the exchange has been helped by the existence of something that everybody agrees should be abolished: stamp duty on share transactions.

# As welfare budgets worldwide spiral upwards, radical reforms have kept NHS costs in remission State system may be the model of fiscal health

By Mark Szerman, Social Services Correspondent

Finance ministers looking for ways to curb alarming rises in their national health budgets might do well to look at Britain's venerable National Health Service.



The private health insurance market in Britain has seen steady but modest growth over the past few years largely on the back of group policies.

competition for government funds from areas such as housing and education. But they were contained only at the expense of implicit rationing.

The public became offended by the inevitable inequities of some of the rationing, such as, for example, kidney dialysis machines.

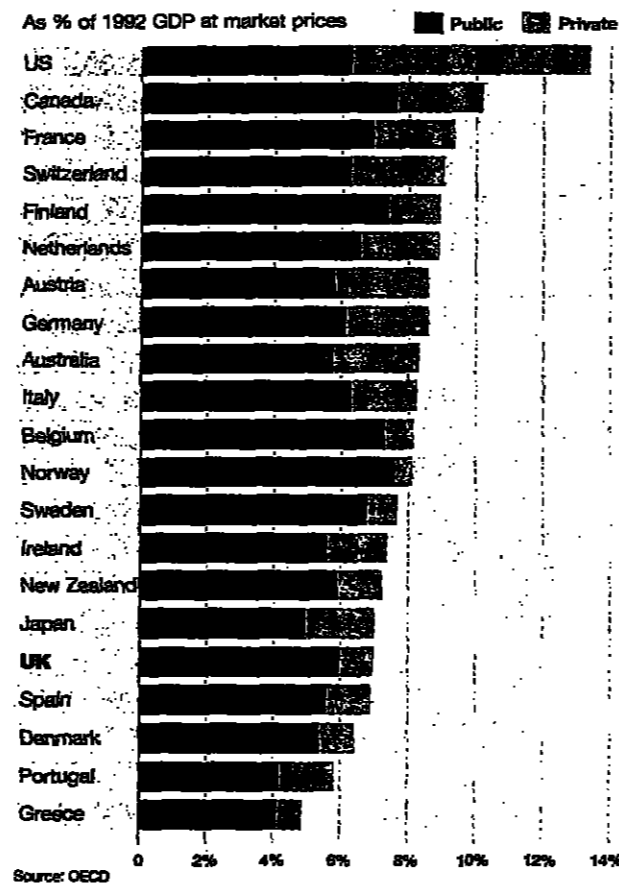
By the second half of the 1970s, a growing proportion of the population had resorted to subscribing for private care as the only way of obtaining reasonable service for minor ailments.

In 1991, the Conservative government introduced radical market-oriented reforms which sought to address these problems without sacrificing the founding principles of the NHS.

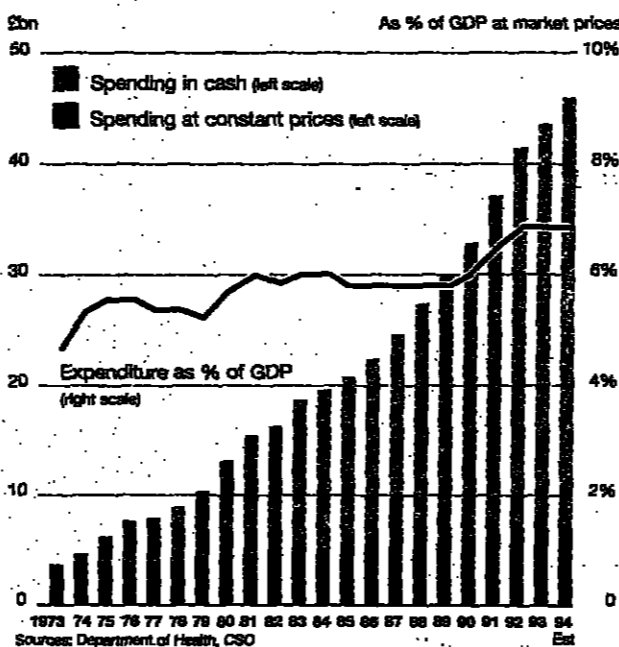
On one side would be "purchasers": health authorities and, increasingly, family doctors given control over their own budgets and called fundholders.

The "purchasers" would act on behalf of their patients to allocate funds where treatment was most successful, thereby introducing an element of competition between "providers".

## Healthcare around the world



## What happens in the UK



breed of professional managers was trained and recruited. Five years on the country has not been able to decide whether the controversial changes have been a success.

says Professor Nicholas Mays, director of research at the King's Fund, an independent health policy think tank.

The British system is cheap and effective by international standards. On all broad health indicators such as life expectancy and infant mortality rates, Britain performs at least as well as leading developed countries.

Over the subsequent four decades, it has in other countries, that this was an extremely difficult promise to deliver. But the basic popularity of the system meant that successive governments had no choice but to keep it going.

The original NHS was a cumbersome, centrally organised system totally lacking in incentives for the performers, but one which kept a lid on what turned out to be some of the main areas of cost escalation in other countries.

The market now covers about 12 per cent of the population and new business brings in £120m (£182m) a year. But most of the growth has been in group sales - policies offered by employers, says Datamonitor.

Datamonitor predicts that "moderate" growth should resume in individual policies over the next few years. It says that will be stimulated by government cuts in state injury benefits combined with new tax incentives and lower premiums due to an increasingly competitive market.

while most other countries have tended to use fee-for-service methods of payment. That meant that British doctors had no interest in prescribing unnecessary treatments even if the patient wanted them.

The "purchasers" would act on behalf of their patients to allocate funds where treatment was most successful, thereby introducing an element of competition between "providers".

# Minister scorns demand from EU Commission in tough balancing act for further reduction in fishing fleet

By James Harding and James Blitt at Westminster

The UK government yesterday took a firm stand against Brussels, signalling a refusal to co-operate with demands to reduce the size of the trawler fleet and a commitment to disrupting EU business until the beef crisis is resolved.

Mr Tony Baldry, agriculture and fisheries minister, said the UK would not consider obeying rules to cut fishing fleets across Europe until the EU tackled the issue of "quota hopping", which enables Spanish fishermen to catch fish using UK quotas.

## Labour party deplores 'xenophobia'

The opposition Labour party yesterday urged the government to modify its policy of non co-operation with the European Union.

of Ms Emma Bonino, EU Fisheries Commissioner, who is pressing for the 40 per cent cut. "There will be very real anger today in the fishing community as to what Madame Bonino has proposed, and the way she did it," he said.

Minister to reject "the language of jingoism and xenophobia" for fear of inflaming tensions at next week's European football championship.

leadership of the governing Conservative party and the champion of the Eurosceptic right, built on the indignation over the fisheries initiative to call for a transfer of powers back to Westminster.

Minister to reject "the language of jingoism and xenophobia" for fear of inflaming tensions at next week's European football championship.

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Minister to reject "the language of jingoism and xenophobia" for fear of inflaming tensions at next week's European football championship.

The outburst from Mr Jacques Santer, the European Union Commission president, against Britain earlier this week had as much to do with saving the Commission's credibility as giving Britain a bloody nose over its policy of non co-operation.

The Commission's role as mediator between Britain and the other member states during the BSE crisis has left it open to accusations of bias towards the UK government.

UK baby milk manufacturers warned the Commission that publication of the levels of phthalates found by government scientists in specific brands of milk would trigger panic among parents.

## Some Brussels decisions reflect a fear of being accused of bias, writes Caroline Southey

not agreed by all the commissioners; some were surprised when they saw the written statement," said an EU official.

Mr Santer appears to have taken the initiative to publicise the contents of what are normally secret debates partly to head off such criticism. His move took at least some commissioners by surprise.

## Audit criticises Turkish contract

A \$66.8m (£101.53m) government-backed contract awarded to Nottingham-based Tecquim involved potential conflicts of interest and other "irregularities" according to a critical National Audit Office report.

Exchange merger agreed The London International Financial Futures and Options Exchange (Liffe) yesterday approved changes in its articles of association which will allow its merger with the London Commodity Exchange to go ahead.

Children's radio channel planned Mr Nigel Wray, the multimillionaire behind the Trocadero leisure centre and the owner of the rights to Noddy and all characters devised by the children's author, Enid Blyton, plans to apply for a licence to run commercial radio for children in London.

UK NEWS DIGEST Regulator warns on water leaks Ofwat, the water industry regulator, yesterday set companies a one-year deadline to bring down leakage rates or face mandatory targets.

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## Government sheds staff

Numbers of government officials are continuing to fall. At April 1, the government machine employed 494,280 permanent staff, the lowest number since the second world war.

Audit criticises Turkish contract A \$66.8m (£101.53m) government-backed contract awarded to Nottingham-based Tecquim involved potential conflicts of interest and other "irregularities" according to a critical National Audit Office report.

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UK NEWS DIGEST Regulator warns on water leaks Ofwat, the water industry regulator, yesterday set companies a one-year deadline to bring down leakage rates or face mandatory targets.

Export trad a thi

find out... copy of... 1996

Handwritten note: "The biggest problem is a lack of proper data and analysis."



International think-tank endorses many of government's policies

# Peak exports narrow trade gap by a third

By Gillian Tett and Graham Rowley

The government received a welcome economic boost yesterday after data showed that Britain's trade gap shrank by more than a third in March and an international think-tank broadly endorsed government policies.

The UK Office for National Statistics said the country's exports rose to record levels helped by a sharp improvement in trade with other European countries. Its comments suggested that companies may be successfully defying the slowdown in important European Union export markets.

The better trade performance was reinforced by the office's decision to revise upwards past export growth, which will now have positive knock-on effects for its measures of industrial production and broader economic growth.

Meanwhile, the Organisation for Economic Co-operation and

Development gave a largely favourable forecast for the UK economy in its latest annual report.

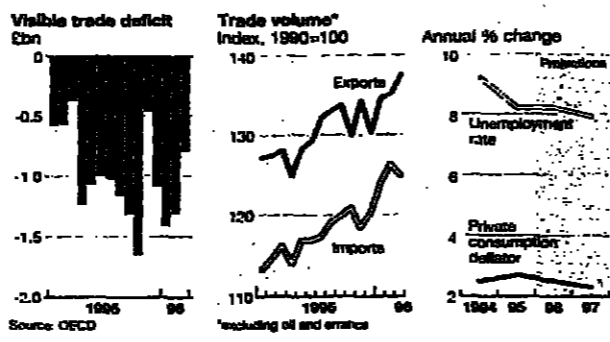
The influential Paris-based body said it believed the UK would soon rebound from the recent slowdown amid a "favourable" inflation outlook.

However, it thinks that growth will be only 2 per cent this year - well below the government's forecast of 3 per cent. Consequently, the UK Treasury's plans to reduce government borrowing through spending cuts seem over-ambitious, it warns.

Some Treasury officials expect the chancellor of the exchequer's own growth forecast to be revised down this summer.

However, the government, which advises the OECD in its reports, insisted that the fundamentals were still healthy. The OECD's optimism stems largely from the UK's recent labour market reforms and competition policy.

## Economic forecasts



The OECD thinks these have made the UK one of the most flexible European economies. It projects falling unemployment in the next two years - in marked contrast to some EU countries such as Germany.

While the OECD used to think that inflation would be triggered whenever unemployment fell below 10 per cent, it now believes that a rate below 7 per cent would be safe.

Consequently, it thinks that the government could afford to let the economy grow much faster than 2.5 per cent in the next few years. The Treasury, in contrast, fears that inflation would be triggered if the economy grew much faster than 2.5 per cent.

The OECD said that if growth slowed further in Europe, more cuts in interest

rates might be appropriate. However, it thought that was unlikely at present.

Meanwhile, official figures yesterday showed that the UK trade deficit with the EU fell to a seasonally adjusted £0.8bn (\$1.21bn) in March from £1.3bn in February, although the non-EU balance deteriorated in April, widening to £0.9bn from £0.7bn in March.

The ONS said its estimate of the long-term trend in the trade deficit was now broadly flat. Exports rose 3.3 per cent in March to a record £13.8bn, while imports fell 0.5 per cent to £14.6bn.

Half of the exports rise was due to higher sales of precious stones abroad. However, export volumes excluding oil and erratic items rose 1.8 per cent, while import volumes fell 1.1 per cent.

# Adams edges towards compromise

By John Kemptner and John Murray Brown in Belfast

It was the kind of day Mr Gerry Adams relishes. Tracked by camera crews from across the world as he cast his vote in Northern Ireland's elections, he warmed to the opportunity to expound more thoughtfully on the way ahead for the "statelet" in which he happens to live.

We talked for an hour over a cup of tea at the Irish language centre on the Falls Road in west Belfast where Mr Adams feels at home. The only subject on which he pressed no opinion was the likelihood that the IRA - the terrorist group over which he claims no influence yet whose political aspirations he represents - would call a ceasefire in the next few days. If the IRA does not fulfil that condition, Sinn Féin will not be allowed into the negotiations.

Listening to Mr Adams, it seems hard to conceive that he will not be let through the gates of Belfast's Castle Buildings - the former seat of the pro-British administration in Northern Ireland before the region was ruled from Westminster - along with delegations from nine other parties to be drawn from the new forum. He has thought through the negotiating process in considerable detail and is strikingly optimistic about the prospects

- if his party is admitted. "I am absolutely confident that even though it will be problematic, difficult, boring, tedious and convoluted we will resolve all the issues."

Many of his utterances are still couched in republican rhetoric. He blames the "Brits" for "frittering away" the first ceasefire. He cannot resist answering questions with a brief history lesson on "the republican struggle".

Yet when the words are stripped down, substantive shifts are detectable. Mr Adams said he wrote earlier this month to Mr John Major welcoming the "positive tone" of assurances by the British prime minister that paramilitary decommissioning would not be allowed to block progress in the political talks.

If the British and Irish governments could finally agree on an agenda for the negotiations next week, Mr Adams said, Sinn Féin would be satisfied. When asked about the IRA, he suddenly became coy. "I refuse to speculate about what will happen with the IRA," he added, however. "Having said that, of course, we have to be about the business of trying to create the conditions that people engaged in armed actions will have the confidence to stop those armed actions."

Mr Adams suggested that the IRA might need one more

assurance from Mr Major that all he wanted was a repetition of the original declaration of "cessation of hostilities" in August 1994 - as opposed to a surrender of weapons. In addition, Sinn Féin wanted a time frame for the talks. "There needs to be an agreed time frame so that we don't have talks about talks about talks in perpetuity," he said.

As to the possible role of former US senator, Mr George Mitchell as the co-ordinator of the talks, Mr Adams said whichever international mediator was chosen, they could not be asked to perform a "minimal, neutered" function. At the start of the talks, the parties will be urged to pledge allegiance to the six principles of non-violence he set out by Mr Mitchell in January as an alternative means of demonstrating commitment to democracy. Mr Adams admitted his recent statement endorsing the principles had been difficult to sell to the republican movement.

He predicted that once the protagonists sat around a table, they would learn to get on with each other. Pressed on his own bottom line for the negotiations, Mr Adams gave the impression of a man resigned to the necessity of compromise. A month ago, Mr John Bruton, the Irish prime minister, said that the governments would suggest to the parties that the outlines of

any agreement lay in the joint framework documents agreed by himself and Mr Major in February 1995. These open the way for strong cross-border links and for power sharing between Protestants and Roman Catholics in the North.

Mr Adams went as close as he has ever done to conceding the principle of consent for the people of Northern Ireland alone. He said: "We accept clearly the framework documents as the broad parameter of the discussions, even though we would wish to put the Union... on the agenda, knowing that it will be opposed by others."

Sinn Féin was prepared to discuss "demilitarisation, prisoners, guns and oppressive legislation" together with other constitutional issues. "The order they're put in is a matter for the party managers," Mr Adams explained.

"We're now seeking to bring an end to the conflict - not an end to the republican struggle, which can go on on a new plane. If there is equality of treatment, if there are broad democratic rights, if there is an understanding between the two governments which can meet the consent of all the parties, then we have eased ourselves out of the potential of another 25 years of conflict. We will continue to argue for the end of British rule, and make alliances," Mr Adams said.

# OECD praises flexibility in labour market

By Gillian Tett, Economics Correspondent

Recent structural reforms have turned the UK into one of the most competitive and flexible economies in Europe, the Organisation for Economic Co-operation and Development said yesterday.

Changes to the labour market have greatly increased the country's ability to reduce unemployment, it argues.

Meanwhile, competition policy has also proved effective, with the privatisation of utilities such as telecommunications leading to better deals for consumers.

These twin themes, contained in the OECD's annual report on the UK economy, were seized upon with delight by the UK government. Both Treasury and trade officials hope to use the report for extolling the UK's virtues to the rest of the world.

However, the conclusions were regarded more cynically by some observers - not least because government officials play an advisory role in OECD reports.

While figures such as Sir Bryan Carsberg, the former director-general of fair trading, have recently called for radical reforms to competition policy, the OECD report generally supports the status quo and does not call for any unified competition body. It calls instead for the existing Office of Fair Trading to have greater powers - an idea already advanced by the government.

The OECD withholds judgment on the energy sector, which has recently prompted a furor following a government decision to block a merger in the electricity sector. However, it cited telecommunications and gas as areas where consumers have benefited from privatisation.

And though it notes that

Britain has been exporting and importing more goods than previously thought as the prices of these goods have been growing more slowly than forecast, the Office for National Statistics said yesterday.

A new method of collecting data based on prices quoted directly by companies has shown that both import and export prices have been growing less slowly than earlier estimates suggested.

Earlier methods used indirect trade-based indicators to calculate prices. Exports, excluding oil and erratic items, are now estimated to have risen 8.7 per cent last year compared with 7.7 per cent on previous estimates. Imports growth is also stronger.

retailing and business services may face monopoly problems in the future, the report concludes that "in general United Kingdom markets are open and competitive". The OECD also welcomes the UK's struggle to create labour flexibility.

Indeed, the only problems identified are the poor long-term unemployment record and markedly widened income differentials.

The OECD concludes that the best way to solve both problems would be to create more jobs. And it notes that - in contrast to many European countries - there are relatively few barriers to job creation.

However, it says some micro-economic reforms could help. Changing unemployment pay is unlikely to have much impact because it now provides little disincentive to work. But the Family Credit system of state benefits should be changed further to keep families out of a "poverty trap" which discourages them from working harder.

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LOANS TO CUSTOMERS		17,000	+ 4.3
NET INCOME		114	+ 35.3

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TOTAL ASSETS	29,900	+ 3.4
CUSTOMER DEPOSITS	18,400	+ 7.0
LOANS TO CUSTOMERS	15,300	+ 7.7
NET INCOME	101	+ 22.1

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one of Italy's leading securities and stockbroking houses, also prospered. Meanwhile, overseas, a new Representative Office in Moscow was added to those already existing in Beijing, Brussels, Hong Kong and New York, and a new office will soon be opening in Manila.

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MANAGEMENT

An American fast-food executive scanning the Asian horizon would probably home in on the Philippines as fertile territory for an operational launch.



Building on its achievements at home, Jollibee plans to open outlets abroad at the rate of 30-50 a year over the next few years

Taste of success

Edward Luce reports on a rapidly expanding fast-food chain that has taken the Philippines by storm

"Part of the secret of Jollibee's success is that it offers different dishes to different customers depending on where it is," says Gina Manzano, an analyst at Asia Equity Securities in Manila.

In Vietnam, where Jollibee will open the country's first foreign fast-food outlet later this year, Jollibee's local partner is conducting market research into local quick snack tastes.

ing blitz on Hong Kong's Star TV to promote its burgers as the "Asian" fast-food. The campaign would be aimed at low-income Asians.

egy - other people's money," says Kitchener. "Another benefit is that the local franchisee knows local laws, conditions, tastes and people much better and is therefore better placed to put up the risk capital.

Campaigns sans frontières

Brussels would like to remove obstacles to cross-border advertising, writes Diane Summers

Any toy or confectionery maker wanting to run a pan-European TV advertising campaign faces a bewildering battery of rules and regulations across individual member states.

Sweden, for example, forbids all advertising aimed at children under 10. Greece bans TV toy advertising between 7am and 10pm; some countries require ads for sweets to carry a toothbrush symbol and others have rules intended to curb advertisers from encouraging children to exercise "pester power".

What the power of this group would be, and the framework within which it would operate, should become clearer after the consultation process which finishes at the end of October.

Lionel Stanbrook, the association's director of political issues, says states will be forced, in effect, "to take a lie detector test when they pretend that their ad bans protect the interests of consumers".

test when they pretend that their ad bans protect the interests of consumers". The commission itself takes a less confrontational line, arguing that it is in everybody's interests to keep disputes out of the courts.

Even in Germany, cash discounts to consumers are limited to 3 per cent and the advertising of special offers is also restricted.

Commercial Communications in the Internal Market. Green paper from the European Commission. Tel: (+32-2) 296 01 10. Fax: (+32-2) 295 77 12. E-mail: E5g-dg15.ec.be

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OFFSHORE COMPANIES. Established in 1975 OCEA has 20 offices world wide and 750 semi-annual corporate brochures.

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Petroleum Argus Daily Oil Price Reports. All the spot price information you require for Global Crudes and Products Markets.

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N.V. Koninklijke Nederlandsche Petroleum Maatschappij (Royal Dutch Petroleum Company) Established at The Hague, The Netherlands.

Final dividend 1995 - Rectification. The announcement concerning the final dividend 1995 of N.V. Koninklijke Nederlandsche Petroleum Maatschappij (Royal Dutch Petroleum Company) of 17th May, 1996, erroneously stated a wrong date as the date determining the right to the final dividend for holders of CF certificates.

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HENRY BUTCHER International Property & Plant Consultants 0171 405 8411

FINANCIAL TIMES COMPANIES & MARKETS

Friday May 31 1996

LEGAL DEFINITIONS commission n. as in Enigma 1 what we must be at the heart of 2 what we must be at the throat of (see Encephalic) 3 fee paid to an agent. see ROWE & MAW: usap (ph 0171-248 4282) Rowe & Maw LAWYERS FOR BUSINESS

IN BRIEF Metallgesellschaft sued by former unit

Metallgesellschaft, the German industrial and trading group, has been sued for DM100m (\$64.7m) by its former subsidiary BUS Berzelius Umwelt-Service, an environmental services company, in a case which yet again serves as a reminder of its troubled past. Page 20

Mediaset approves float price range The board of Mediaset, Mr Silvio Berlusconi's media company, approved a wide price range for its planned flotation, which is likely to value the company at L7,000m (\$4.9bn). It is understood that the minimum price will be L6,000 a share and the maximum, L7,200. Page 20

Variety puts off results amid Lucas deal talk Variety Corporation, the US automotive components group locked in merger talks with Lucas Industries of the UK, has postponed its first-quarter results for the second time, raising expectations that a deal is imminent. Page 21

Hollinger deals put media policy in doubt

For years, Canadians have applauded government policy to restrict foreign ownership of domestic newspapers. The wisdom of that policy is now being questioned in the wake of a series of deals by Hollinger, the publishing group controlled by Mr Conrad Black (left), culminating in one last week which raised its stake in Southern, the biggest daily newspaper chain, from 20.5 per cent to 41 per cent. The spree has catapulted Hollinger to the position of controlling shareholder of more than half Canada's daily papers. Page 21

Yokohama Rubber hit by US problems Yokohama Rubber, Japan's second-largest supplier of vehicle tyres, posted firm parent results for last year on the strength of stable domestic demand and higher exports, but stumbled on a group basis because of difficulties at its US operation. Page 22

Emap in talks on regional newspaper sale Emap, the UK publishing, exhibition and commercial radio group, is believed to be in talks for the possible sale of its regional newspaper interests. If concluded, the deal is likely to raise about £200m (\$304m) for the company. Page 24

Portugal Telecom shares forge ahead In Lisbon, shares in Portugal Telecom continued to rise ahead of the second stage of its privatisation on June 11. The BVL index added 19.30 to 1,895.69 as PT rose Esc312 to Esc3,851, close to its all-time high of Esc3,875. Estimates suggested that requests for shares in the utility had exceeded supply by a factor of six to one. Page 36

Table with 3 columns: Company Name, Share Price, and Change. Includes AGF, ANA, ASLK-CGER, Akros Finanziaria, Alcatel, Alusuisse Singen, Anheuser, Babcock, Bechtel, Blue Cross/Shield, Bombardier, Brown & Root, Canal Plus, Chiyoda, Chrysler, Daishowa Paper, Dasa, Davy, Desirgac, Dornier, Edif, Enap, Ford, Foster Wheeler, Foster's Brewing, Framatome, Gencor, General Motors, Hollinger, ING, Isuzu, JGC, John Brown, KHD, LG Samicon, London Int, Lucas, MAM, Mecadiet, Metallgesellschaft, Mid Kent, Minolta, Mitsubishi, Mondragon, Roland Europe, Romero, Saga Petroleum, Samsung, Siemens, Skoda Praha, Snamprogetti, South West Water, St George Bank, Staal Auth, India, Sun, Tomkins, United Utilities, Vario, Yokohama Rubber.

Market Statistics table with columns for various market indices and their values.

Chief price changes yesterday table with columns for market indices and their daily changes.

Barings helps ING to 42% advance

By David Brown in Amsterdam The Amsterdam stock exchange, ING, the Dutch financial services group, reaped the rewards of its takeover last year of Barings when the once-collapsed UK merchant bank helped it turn in an unexpectedly strong first-quarter financial performance. The inclusion of Barings and a strong recovery in securities trading helped ING's net profit to advance to F179m (\$427m), up 42 per cent from a year earlier. Disclosure of the result, at least 15 per cent higher than market expectations, pushed the ING share price up F12 to F138.7 on

from a loss of F101m a year ago -- due in part to the Mexican crisis -- to a profit of F120m, though foreign exchange trading profits fell to F15m. ING cautioned that this brisk growth in banking reflected a particularly weak first quarter last year and would not be sustained through the whole of 1996. Several of the larger German and Swiss banks have also reported much stronger profits from trading operations in the early months of this year. Analysts were particularly encouraged, however, by strong growth in ING's insurance businesses.

Overall pre-tax profit in this sector increased from F1432m to F1568m, of which F1375m was generated in the Netherlands. Although ING called this rise "considerable" in the light of last year's strong showing, it again cautioned that this rate of growth "should not be considered indicative for the rest of the year". Premium income from the insurance arm advanced from F155bn to F162bn, of which two-thirds was generated by life insurance. The pre-tax result in life assurance climbed from F1345m to F1392m, with "sharply

MAM to win Equitas contract

By Ralph Atkins, Insurance Correspondent Mercury Asset Management, the largest UK fund manager, is about to be awarded the contract to transfer up to £10bn (\$15.2bn) in funds being assembled by Lloyd's of London to finance its rescue vehicle, Equitas. The deal is one of the largest ever awarded by an insurance concern and will dwarf most "portfolio transfers" overseen by pension and other fund managers.

MAM is understood to have beaten rival fund managers because of its experience in handling large, complex transfers and in the US where a chunk of Lloyd's funds is held in trust. The appointment of MAM as "transitional manager" marks the latest stage in the setting up of Equitas, the large reinsurance company that Lloyd's plans to take responsibility for billions of pounds of mainly-US liabilities outstanding on old insurance policies.

Equitas will from August take over assets held in reserve by Lloyd's syndicates or collected from Names, the individuals whose assets have traditionally supported the insurance market. The reinsurance company forms the centrepiece of Lloyd's recovery plan which includes spinning off outstanding US asbestos and pollution claims to create a clean new insurance market. The plan depends on Names' support in votes this summer.

Lloyd's syndicates have generally held funds in cash or short-term bonds. MAM will switch those assets into longer-term instruments which match better the expected timescale over which Equitas will pay insurance claims. The size of the transfer could lead to considerable disruption in financial markets. Equitas is understood to have instructed MAM that it does not seek deliberately to move prices in the hope of speculative gains.

Latest estimates by Lloyd's suggest Equitas will have assets of about £13bn but MAM will manage a smaller amount because Equitas will be awaiting payments on reinsurance policies, taken out to protect syndicates against big losses. Other amounts will also have been paid to settle claims prior to Equitas becoming operational. The total that MAM will handle is expected to be between £5bn and £10bn.

Dasa looks at 'detour' to evade Dornier sale veto

By Wolfgang Münchauer in Frankfurt Daimler-Benz Aerospace (Dasa) is considering using a complex legal device to bypass a possible veto by minority shareholders, who are threatening to block the sale of Dornier, the regional aircraft maker, to Fairchild Aircraft of the US.

Dasa strategists are thinking about transferring Dornier into a new holding company, in which Fairchild would take a majority stake. Dasa believes the "detour" via a separate holding structure might allow Fairchild to gain control without the consent of minority shareholders.

It said last month it was in negotiations with Fairchild over the sale of a controlling stake in Dornier. Minority shareholders in Dornier, representatives of the Dornier family, argue that a new management would not necessarily improve the company's chances of long-term survival.

The right to veto was obtained by minority shareholders under a complicated legal contract with Daimler-Benz, which took control of Dornier in the 1980s when it regrouped Germany's aerospace and defence industry into a single commercial entity, Dasa owns 57.5 per cent of Dornier.

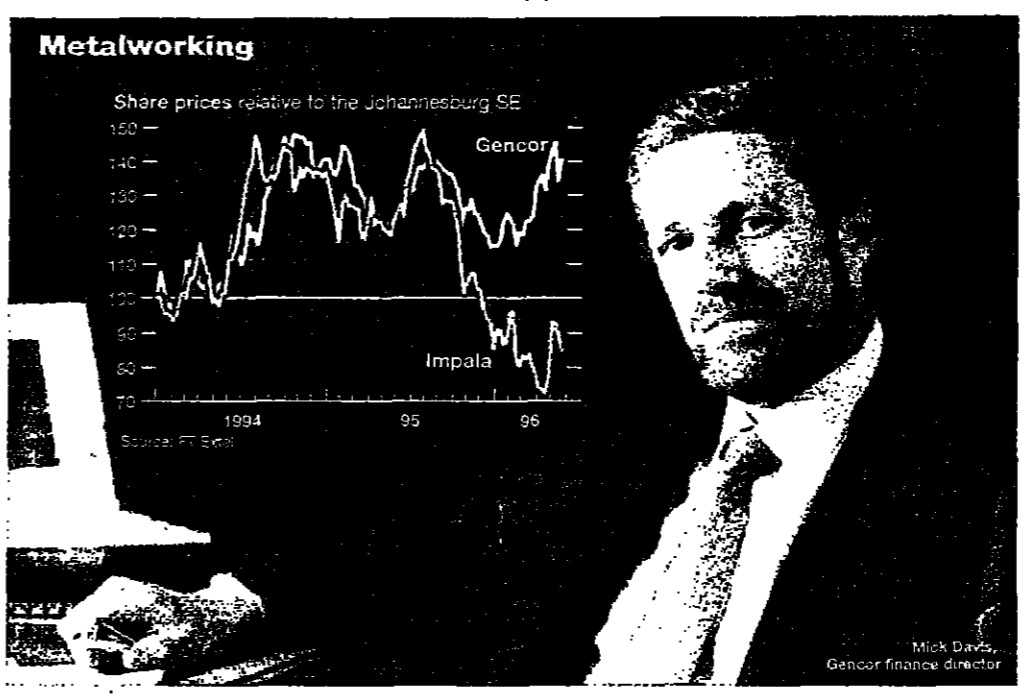
The issue is to be settled next Wednesday, when Dasa and the minority shareholders meet. Daimler-Benz has threatened to sue the minority shareholders for at least DM715m (\$475m) if the sale is blocked or hindered.

Fairchild operates from San Antonio, Texas. Its product range includes a 19-seater regional aircraft as well as military aircraft. Dornier's best-selling product is the 328, a 30-seater regional aircraft. Daimler-Benz decided to sell Dornier because of its history of losses. These culminated in a deficit of DM500m in 1995, when Daimler-Benz reported a DM5.7bn loss which has forced it into unprecedented cost-cutting.

As part of this, Germany's largest industrial group has pulled out of Fokker, the Dutch regional aircraft maker, and dismantled AEG, the German industrial group. It has also forced deep job cuts at other parts of Dasa. Fairchild has agreed to give some limited job and production guarantees, according to DPA, the German news agency. A possible sale to Fairchild is also favoured by Dornier's works council. Mr Oscar Pauli, its president, said yesterday: "It is our working assumption that the sale to Fairchild will proceed as planned. Anything else would be a catastrophe from the view of the employees."

Lex, Page 18

Mick Davis of Gencor explains how it is tackling recent setbacks Mining group strikes a rich seam of problems



that, according to Mr Davis, the European authorities would not be able to intervene.

Gencor would not be permitted to buy Dalkor, Lonrho's South African coal business, as Gencor is already so dominant in that market. That leaves Ashanti of Ghana, the gold mining jewel among Lonrho's assets and Anglo's principal target.

Mr Davis points out that Lonrho owns only 37 per cent of Ashanti and it is far from clear "just how much of a Lonrho Ashanti really is". It was therefore not difficult for Gencor to turn down the 6 per cent of Lonrho which was snapped up by Anglo. "Do you buy 6 per cent of a conglomerate on the offchance that you might get Ashanti?"

Similarly, Mr Davis says there were no regrets about Eramet's move into Comilog. Gencor was sure to have run into antitrust problems if it tried to build on its 15 per cent of Comilog, based in Gabon, because Gencor already had such a dominant position in the global manganese business.

"But we did want an owner [of Comilog] that could offer good financial management as well as good operational management and Eramet fits that bill."

As for the St Lucia mineral sands project, Mr Davis says it would have been advantageous for Richards Bay Minerals to have mined that one body. The South African government decided against allowing mining in an area teeming with wildlife. "We fully understood the government's reasoning," RBM has been promised alternative lease rights by the government.

Gencor recently reorganised most of its operations and management into global commodity streams. (The exception was gold where Gencor remains convinced that digging out deep South African

gold is entirely different to gold mining elsewhere.)

As part of the process, the group's aluminium interests were put under the management control of Mr Derek Keyes, the former South African finance minister. However, Mr Davis admits the ownership structure of the interests conflicts with this structure because Gencor owns only 41 per cent of Alusaf. "It will take years to get the aluminium interests into one vehicle," he says, because it will take time to negotiate a price seen as fair to everyone.

Mr Davis says Gencor's strategy remains the building of a big international mining group. Recent announcements that

might build new aluminium and zinc smelters in southern Africa shows it retains an appetite for greenfield projects. It certainly has not lost its appetite for acquisitions even though it is constrained by South Africa's exchange controls.

Although there is no lack of management depth at operational level, Gencor's top management team is small and is under tremendous pressure, Mr Davis admits. "We have a small and stretched team at the top. We all have a wide range of responsibilities and work hard. But there is a commonality of thinking about strategy, and that helps."

Kenneth Gooding

ANA has best result in four years as new capacity comes on

By Gerard Baker in Tokyo All Nippon Airways, Japan's second largest carrier, recorded its best operating and pre-tax profits performance for four years in the year to the end of March. The results come on the heels of a similar announcement by Japan Airlines, the country's biggest carrier.

Operating profit rose 70 per cent to ¥27.3bn (\$233m), on overall sales that were 5.1 per cent higher at ¥846bn. Recurring profit - before extraordinary items and tax - jumped from ¥1.1bn to ¥16.5bn. Net profit was 26 per cent lower at ¥3.1bn, mainly because of the previous year's special profit on sales of land of ¥10bn.

The growing importance of international routes for the largely domestic carrier was reflected in a sharp increase in the proportion of total revenues from international operations. The contribution from these operations to total revenues rose 3 percentage points to 19.3 per cent.

The company said it was on target to meet the goals of its three-year restructuring plan begun in April 1995. It aims to reduce unit labour costs by 20 per cent and increase revenues by 15 per cent by March 1998. For the year to next March, ANA forecast a recurring profit of ¥18.5bn and a net profit of ¥4.7bn on operating revenues of ¥883bn.

Advertisement for Ceskoslovenska Obchodni Banka, A.S. featuring a portrait of a man and text: 'A Big Bank from a Small Country. The Czech economy is on the rise: experiencing a renaissance of industry and banking. And in a renaissance: those who think small stay small. The country's largest companies entrust CSOB with the management of their financial assets and investments. We also represent the majority of foreign investors in both Czech and Slovak markets. We could represent you too.' Logo and contact information for Prague, Bratislava, Frankfurt am Main, Chicago, London, Moscow, Paris.

COMPANIES AND FINANCE: EUROPE

Metallgesellschaft sued by former offshoot

By Wolfgang Münchau in Frankfurt
Metallgesellschaft, the German industrial and trading group, has been sued by a former subsidiary in a case which yet again serves as a reminder of its troubled past.

forced by MG into making the acquisition. Shares in MG were hit by the news of the lawsuit in early trading, but later recovered to close at DM23.25, down 77 pence.

The parent group and its former subsidiary had been close at the time. MG argues that BUS is wholly responsible for any losses or provisions that were to surface later.

Turnover was down from DM9.6bn to DM6.5bn as a result of heavy restructuring during the past two years. Mr Kajo Neukirchen, chairman,

said: "The reduction in turnover has been caused also by the weaker economy. The fall in demand has affected all business divisions, though in different degrees. It affected particularly the trading operations, whose turnover is traditionally strong."

Higher oil prices lift Saga profits to Nkr1bn

By Hugh Carnegie in Stockholm
A sharp increase in oil prices helped drive Saga Petroleum, Norway's biggest independent oil company, to record pre-tax profits of Nkr1.05bn (\$160m) in the first four months of the year, up from Nkr658m in the same period last year.

NEWS DIGEST
Mondragón investor scheme put on hold

Plans for bringing stock market investment into the Mondragón group of co-operatives, based in the Spanish Basque region, have been put on hold. Mr Antonio Canelo, who took over last year as chairman of Mondragón Corporación Cooperativa, the central administration at the head of the group, said the scheme needing improving and simplifying to make it more attractive to investors.

Convincing investors of the magic of AGF

Like Dr Dulcamara selling his magic potions in Donizetti's L'elisir d'amore, executives of Assurances Générales de France, the insurance group, have been busy travelling abroad marketing their group's shares at what they stress is a low price.



Antoine Jeancourt-Galignani: 'I think it's a good price'

Yesterday, at the close of the public offer, suggested it had been comfortably oversubscribed. The key question for the group's employees, who have until today to put in bids, is whether the investment is worthwhile at the offer price.

profitable group with a viable future. His agency has given AGF an AA rating for its claims-paying ability, and A1 for the short-term debt on its holding company.

"This is something absolutely new," Mr Canelo said, referring to the search for a formula which would bring in stock market funds alongside the group's successful worker-ownership structure.

KHD rescue talks continue

Klöckner-Humboldt-Deutz, the German engineering company which is threatened with bankruptcy, will today continue talks with "many parties" on the possibilities of rescuing the company with a fresh injection of capital.

Belgium floats rest of Distrigaz

The Belgian government is floating its remaining 16.71 per cent stake in Distrigaz, the national gas distribution monopoly, on the Brussels bourse in a public offering valuing the stake at Bfr3.27bn (\$108m).

Italian financial services merger

Akros Finanziaria and Sopaf, the Italian financial services companies, are to combine their fund management, insurance and broking subsidiaries in a new joint venture, Akros Investment. The companies said yesterday that Akros Investment would become the third-largest fund manager in Italy not owned directly by banking and insurance companies, and the largest securities house outside the banking sector.

Roland Europe to launch flotation

subject of a management buy-out from Iri, Italy's state holding company. Some 44 per cent of Esaote will be floated in a combined capital increase and sale of institutional investors' shares, valuing the company at up to L177bn. The Esaote offer opens on June 11.

Advertisement for Sator Electric Co., Ltd. featuring the company logo, U.S. \$60,000,000, 3 per cent Guaranteed Bonds due 2000 with Warrants, and a list of 12 international financial institutions including Daiwa Europe Limited, Goldman Sachs International, Robert Fleming & Co. Limited, Merrill Lynch International, Universal (U.K.) Limited, Sanwa International plc, D. E. Shaw Securities International, Sumitomo Finance International plc, Yamaichi International (Europe) Limited, ING Barings, Tokyo-Mitsubishi International plc, Marusan Europe Limited, SBC Warburg, and Tokai Bank Europe plc.

Mediaset approves float price range

By Andrew Hill in Milan
The board of Mediaset, Mr Silvio Berlusconi's media company, yesterday approved a wide price range for its planned flotation, which is likely to value the company at L7,000bn (\$4.49bn).

Belgium floats rest of Distrigaz

The flotation has been expected since 1994, when the government began privatising the state-owned holding company SNL, which held 50 per cent of Distrigaz. Tractebel, the energy and engineering holding company, acquired the 50 per cent, leaving Belgian energy utilities with 16.63 per cent, Shell Belgium with 16.67 per cent, and the Belgian state with the rest.

Italian financial services merger

At the same time, Commercial Union, the UK insurer, is to raise its stake in the Akros insurance subsidiaries involved in the deal to 80 per cent, and cut its stake in the fund management subsidiaries to 20 per cent. The rest of the shares in the companies, which belonged to Akros Finanziaria, will be injected into the new joint venture. Sopaf will invest an initial L82.5bn in the new joint venture, and a further L38bn if Akros Investment exercises its option to buy out 85 per cent of Akros Attimo, the Akros banking subsidiary. In return, Sopaf will receive some L34bn for the fund management activities of Pasfin Securities.

Roland Europe to launch flotation

The funds raised will be used for expansion of Roland Europe's production facilities, research and development operation, and sales network. "We want to reach a position of absolute leadership in Europe in the next three to five years," said Mr Lucarelli.

Vertical text on the right margin: puts of as Luc nears, plus pla andigital by your, CITICORP

Handwritten Arabic text: الله اعلم

COMPANIES AND FINANCE: THE AMERICAS / EUROPE

Variety puts off results as Lucas merger nears

By Tim Burt

Variety Corporation, the US automotive components group locked in merger talks with Lucas Industries of the UK, has postponed its first-quarter results for the second time...

Healthcare insurers agree to link-up

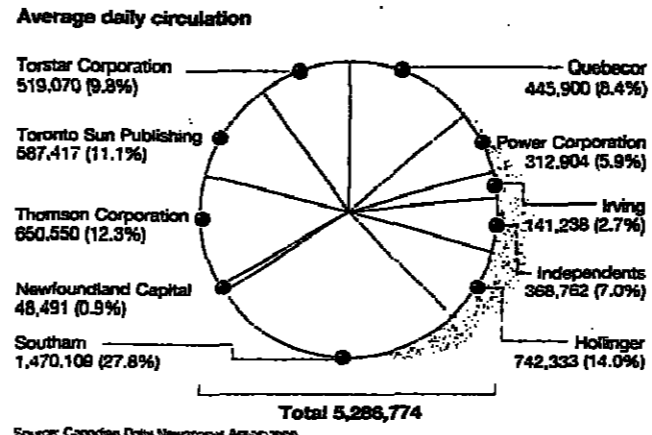
By Lisa Bransten in New York

In another round of the consolidation that is changing the face of the US healthcare industry, Blue Cross and Blue Shield of New Jersey...

Hollinger deals put media policy in doubt
Canadian government has hinted that it may change rules on newspaper ownership

For years, Canadians have applauded government policy to restrict foreign ownership of domestic newspapers. The wisdom of that policy is now being questioned in the wake of a series of deals that has catapulted Hollinger...

Taking a slice of Canada's newspaper cake



Conrad Black President of Hollinger

Even that could change if Mr Black succeeds in gaining control of the Financial Post, a Toronto-based business daily, which is up for sale...

Canal Plus plans Belgian digital TV service by year-end

By Neil Buckley in Brussels

Canal Plus, the French-based broadcasting group which last month launched a 30-channel digital TV service in France...

SEC approves rule changes

By Maggie Urry in New York

The US Securities and Exchange Commission yesterday voted to implement proposals to reduce the burden of corporate reporting...

Four Asian chipmakers to use Sun design

By Paul Taylor

Production of the first Java Chips - dubbed picovJava - and the systems built around them are expected to begin next year...

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Fortis AMEV

Final dividend / Share split

At the General Meeting of Shareholders of Fortis AMEV nv, held on 28 May 1996, it was decided to declare a dividend of NLG 4.20 per ordinary share of NLG 2.50 nominal value...

DEPOSITORY RECEIPTS FOR FORTIS AMEV NV SHARES

I. Share split
With reference to the above announcement from the Executive Board of Fortis AMEV nv, the undersigned wishes to inform you of the following...

II. Final dividend for 1995
With reference to the above announcement from the Executive Board of Fortis AMEV nv, the undersigned wishes to inform you that the final dividend on the depository receipts for shares issued by the company will be paid as follows...

Holders of depository receipts who have opted to receive the dividend in cash, as well as holders of depository receipts who have not made their choice known by 23 May 1996...

It was announced on 24 May 1996 with respect to holders of depository receipts who have opted to receive the dividend in depository receipts...

Holders of depository receipts who have opted to receive the final dividend for 1995 in depository receipts are requested to present dividend coupons number 29 to NEDAM Trust...

Payment to parties holding CF certificates at close of business on 28 May 1996 will be arranged by the institutions where the dividend sheets for their certificates are being held in safe custody on that date...

Companies belonging to the Amsterdam Stock Exchange Association will be paid a commission, in accordance with circular 90-56 of the Association...

Advertisement for Allied Irish Banks plc, U.S. \$100,000,000, Undated Floating Rate Notes. Interest Rate: 5.875% per annum. Interest Period: 31st May 1996 to 29th November 1996.

Advertisement for CITICORP, U.S. \$250,000,000, Guaranteed Floating Rate Subordinated Capital Notes. Due July 10, 1997. Notice is hereby given that the Rate of Interest has been fixed at 5.5%...

Advertisement for Macmillan Cancer Relief, U.S. \$500,000,000. SEND US YOUR OWN PAPERCLIP. And while we're at it, please attach your cheque to fund more Macmillan Nurses in the fight against cancer.

Advertisement for Lloyds Bank Plc, U.S. \$500,000,000. Primary Capital Undated Floating Rate Notes (Series 2). For the three months, May 31, 1996 to August 30, 1996, the Notes will carry an interest rate of 5.875% p.a.

Large advertisement for Fortis AMEV, containing detailed financial information, share split details, and depository receipt instructions. Includes contact information for the company and its agents.

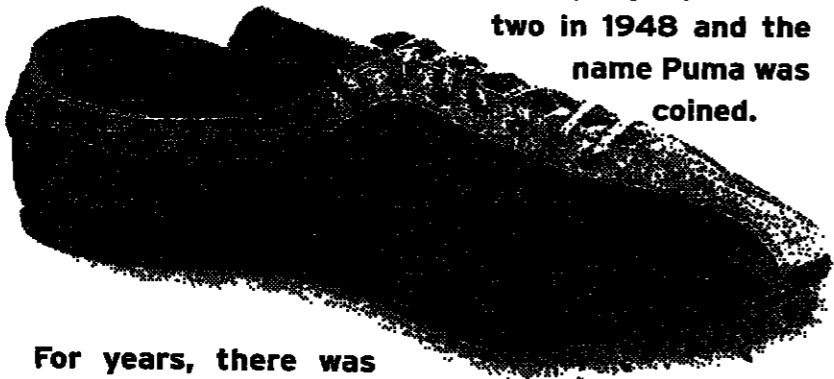


**WE'RE PERFORMING BRILLIANTLY ON GRASS AND TARTAN.**

**AND JUST AS WELL ON PAPER.**

The company that was to become Puma was born back in 1924.

It was launched by Rudolf Dassler and his brother into a sports market in its infancy. Known then as Dassler Schuhfabrik, the company split into two in 1948 and the name Puma was coined.



For years, there was little competition and the brand thrived, enjoying decades of market leadership. Business peaked in 1986, coinciding with a stock-market flotation. Although new products and new technologies were consistently introduced, a rude awakening was in store in the shape of highly aggressive competition from Reebok and primarily Nike. Puma was quickly outpaced by its younger and fitter competitors. Seven years in the wilderness lead to unsustainable losses. It became obvious that a programme of refocusing and restructuring was not only necessary but vital to the future of the company. Thus, phase one of the restructuring programme was introduced in 1993. It involved drastic cost reduction. The streamlining of the product range. The creation of profit centres. And the outsourcing of production. As well as a painful, but absolutely crucial, headcount reduction. Phase two began in 1994. Basically, this was an internal re-engineering process. The entire company culture was modernised. Business processes were redesigned. Product costing was closely examined. And a streamlining of suppliers was undertaken. Phase three followed in 1995. At its core was a renewed focus on product. A focus that accurately reflects the company's mission statement:

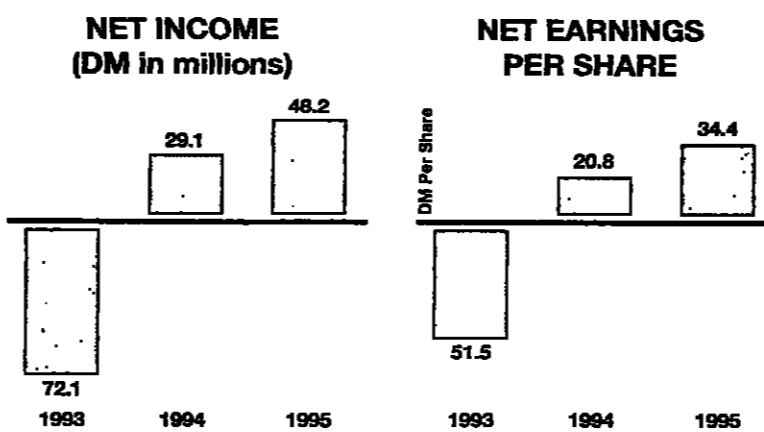
*'to market excellent sports performance products that meet the needs and aspirations of today's consumers'*

Allied to this was more stringent business management. A greater market and customer focus. A new product range. A global marketing strategy. Increased concentration on customer service. And tighter licensee control. These measures have lead to a welcome return to both growth and profit.

The impact of the restructuring has been widespread. Loss-making profit centres were reorganised or, in extreme cases, closed during phase one. In 1995, every one of the nine remaining profit centres did indeed make a profit.

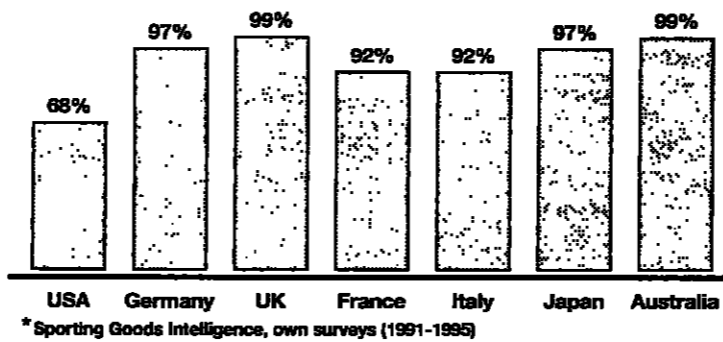
Sales in the Puma Group and Worldwide (including licensees) have increased to DM413.6 million and DM1,128.9 million respectively. Margins, too, have improved markedly. Gross profits have risen from 29.9% of net sales to 37.4%. Income from operations has jumped from -11% to +14.5% of group net sales. While net income has leapt from -17.6% in 1993 to +11.7% in 1995. Not surprisingly, the impact on earnings per share has been

enormous with an increase of 65.4% over the period '94-'95 alone.



And so today the company finds itself, like its top endorsed stars, in good shape. But what of the future? Well, the opportunity facing the company cannot be overstated. The global sports market is simply vast. The sports footwear market alone now stands at approximately \$15bn per annum. Astonishingly, Puma's share of the worldwide market stands at just 4%. The opportunity for growth for a sports company with the tradition and rich international heritage of Puma is there for all to see.

**BRAND AWARENESS IN KEY MARKETS\***  
(in % of Population)



For, while market share in the US is minimal, brand awareness is surprisingly high. No less than 68% of the population profess recognition of the Puma brand. An impressive figure but noticeably less than the 90% brand recognition that Puma enjoys in many international markets. The widely contrasting figures attributed to market share and brand can only be seen as an opportunity for growth and must not be missed.

So just how can the company exploit this opportunity? What, in essence, are the tools for success?

Historically, Puma has been at the forefront of new technologies. Witness the introduction of the sole and shaft vulcanisation technology in the late '50s. The development of Velcro fastening in the '60s and the 'Trinomic' sports shoe mid-sole technology and Puma Disc system in the '80s and '90s.

Only by constantly pushing for technological leadership can Puma continually fulfil its mission statement. Hence the arrival of the latest technology. Puma Cell.

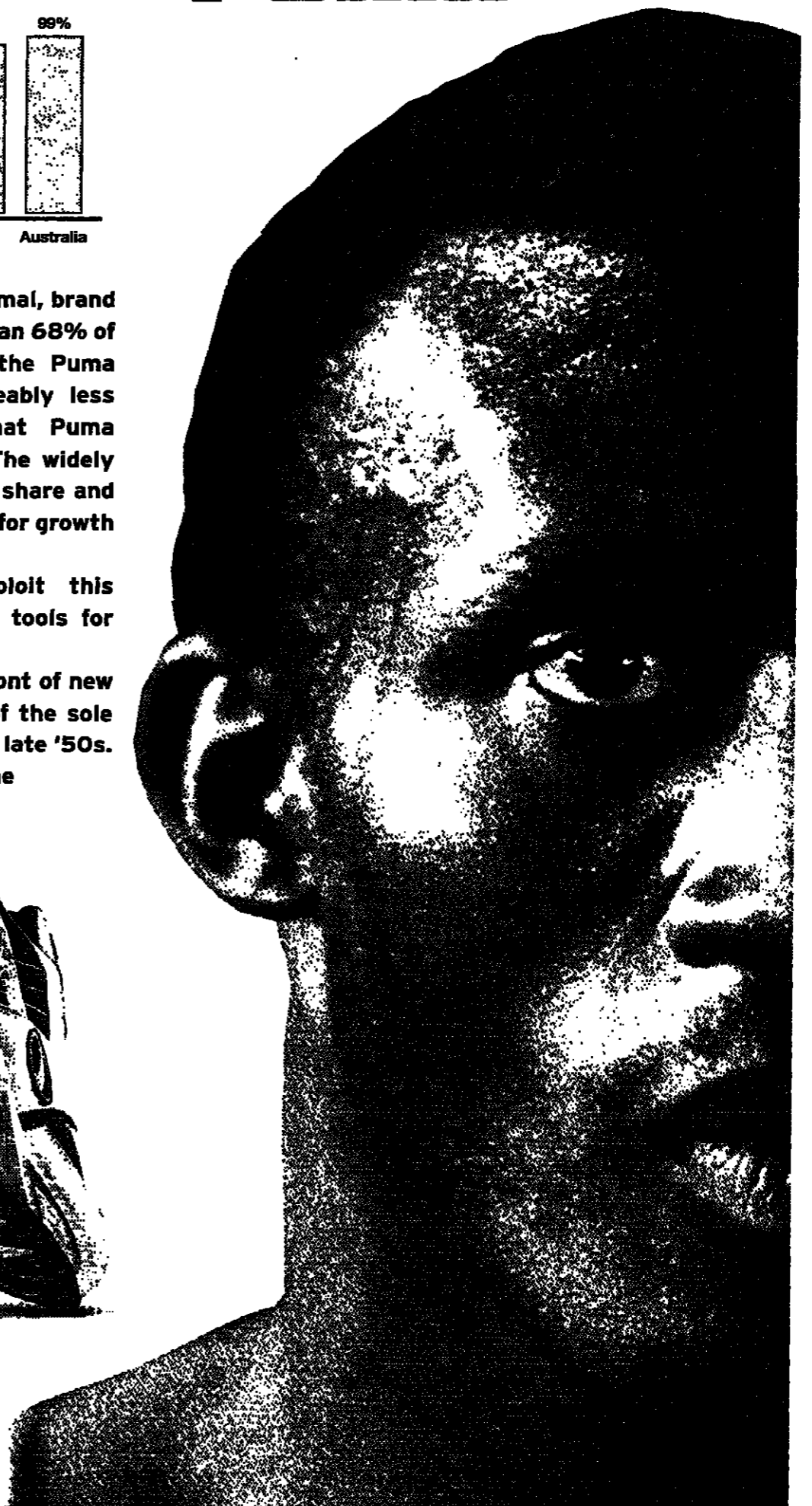
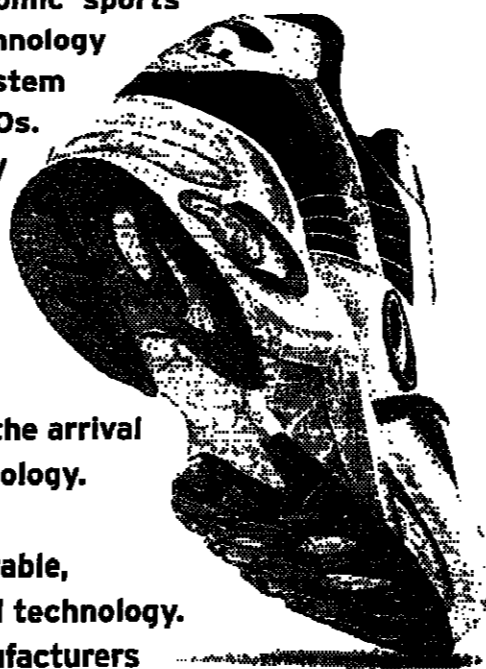
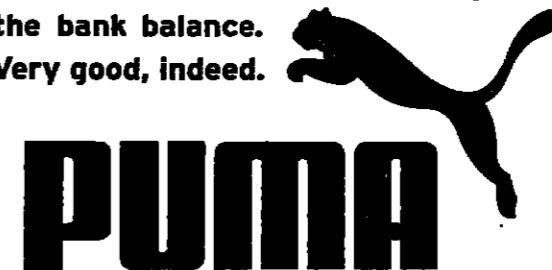
A lighter, more durable, performance based technology. Other leading manufacturers are also working on new technologies.

But, according to the Wall Street Journal,

no less, Puma have once again got there first.

*By JOSEPH PEREIRA  
Staff Reporter of THE WALL STREET JOURNAL  
Puma AG has begun shipping a foam-less athletic shoe, beating to market a host of bigger rivals with a technology on which the footwear industry plans its next generation of sneakers.*

Of course, on the pitch, our endorsed stars continue to shine. Diego Maradona and Lothar Matthaus have both lifted the World Cup. And they both wear Puma boots. On the track Jonathan Edwards, Linford Christie, Heike Drechsler, Merlene Ottey and Colin Jackson all wear Puma. Between them they have won 39 Olympic and World Championship medals. No fewer than nine of which were gold. And we all know that gold is good for the bank balance. Very good, indeed.



COMPANIES AND FINANCE: UK

Emap in talks to sell regional newspapers

By Raymond Snoddy and Christopher Price
Emap, the publishing, exhibition and commercial radio group, is believed to be in talks for the possible sale of its regional newspaper interests.

likely to raise about £300m (£304m) for the company. If the group decides to sell it would mark a significant break with the past. Emap - formerly East Midlands Allied Press - was once a family owned company devoted entirely to local newspapers, before diversifying into magazines and more recently into commercial radio.

Speculation over potential purchasers for the Emap subsidiary include Johnston Press, the fast expanding regional newspaper group, with the possibility of a joint bid with Newsquest, the former Reed regional newspaper group, Northcliffe Newspapers, owned by the Daily Mail & General Trust, is also considered a possible purchaser.

Emap's newspaper operations, which account for about 3 per cent of the regional market, made an operating profit of £9.3m on turnover of £96m in the year to end-March 1995. The group will announce its final results on Tuesday when it is expected to unveil pre-tax profits of about £5m and clarify the position over the future of its regional titles.

investors have been concerned about Emap's debt position following its recent acquisitions. The latest acquisition, the purchase of a set of French consumer magazines for £142m in March, took gearing to 500 per cent, although interest cover remained a more comfortable seven times.

The sale would mark another shift in the ownership of the UK regional newspaper market, which is being increasingly abandoned by many large media groups who are being supplanted by fast-growing local newspaper concerns.

United Utilities lifts dividend

By Jane Martinson
United Utilities yesterday sought to prove its success as the UK's first multi-utility with a jump in dividend and pre-tax profits up to expectations.

expected since its formation via North West Water's takeover of Norweb in November. Mr Brian Staples, chief executive, said: "We are actually the only proven example [of a multi-utility]. These results should answer the question: does it work or is it an act of our imagination?"

The shares fell 13p to 584 on the news, however. The dividend level set this year was important as a base for further growth "in excess of 11 per cent", regulatory and political changes permitting. The company had predicted real growth of 7 per cent per annum in its offer document

for Norweb. The total dividend jumped 28 per cent to 32.7p (25.6p) after a special dividend of 3.8p, announced last year. A £123.8m charge, which included a £103.8m provision for integration costs, dented pre-tax profits, which fell 4 per cent to £272.6m (£294m).

Hypobank seeks HFCM control

By George Graham, Banking Correspondent

Bayerische Hypothek- und Wechsel-Bank, the fifth largest German private bank, is seeking to increase its 50 per cent stake in Hypo Foreign & Colonial Management, fund manager for Foreign & Colonial Investment Trust and a range of other trusts and pension funds.

months, might value HFCM at more than £500m. It was once usual for investment trusts to own their fund management companies, but many trusts have moved away from this model. The five F&C trusts themselves took a first step in this direction when they sold a 50 per cent stake to Hypobank in 1992.

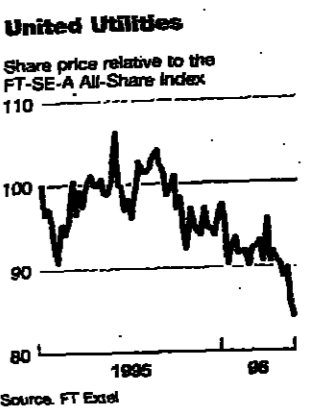
RESULTS

Table with columns: Company, Period, Turnover (£m), Pre-tax profit (£m), EPS (p), Current dividend (p), Date of payment, Dividends corresponding dividend, Total for year, Total last year. Lists companies like All Leisure, Best Home, David Glass, etc.

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. 10m increased capital. 4m stock. SJSN stock. \*Comparative restated. †Includes 3.8p special. ‡Second interim makes 3p to date. †Opening value. ‡Interim of 0.75p indicated for payment on June 28.

LEX COMMENT Utd Utilities

At first sight, the stock market's treatment of United Utilities should be a horrible cautionary tale for multi-utility enthusiasts. Certainly, yesterday's drop in the share price looks a curiously reaction to a respectable set of results. This is a company committed to annual dividend growth of 11 per cent in real terms.



Finning the blame on United's multi-utility strategy looks equally implausible - not least because Hydr, Britain's other multi-utility, trades on a low less rating. And so far, the cost-cutting news from United's acquisition of Norweb has been good: if anything, the problem is not that the multi-utility is not working, but that United paid so much to create it.

NEWS DIGEST

Ammunition for South West

South West Water yesterday brought out its ammunition in its fight against two rival bids with higher-than-expected profits and its first customer rebate.

Mr Keith Court, chairman, said the bids by Severn Trent and Wessex Water remained "unsolicited and unwelcome". "We have climbed the Elger and gone through the travails of the first five or six years... Now after achieving benefits for employees, customers and shareholders, we don't find the attention from outside welcome."

Pre-tax profits rose 11 per cent from a pre-exceptional £98.7m to £108.1m in the year to March 31. This was helped by efficiency savings in the core utility, growth in the non-regulated businesses and a pension fund holiday.

The previous year's profits were hit by a £35.5m restructuring charge, mainly to cover 500 job cuts.

The dividend-rises by almost 12 per cent as the company announced that customers and shareholders would be "sharing the outcome of the improved performance". A 30.7p final lift the total to 30.5p, well ahead of expectations. Sales rose 10 per cent to £314.4m (£286.2m), helped by non-core businesses.

The regulated utility business saw only a slight improvement in sales to £239.3m (£236.7m) after the effect of the £6.9m customer rebate charge. This was offset by a £7.5m gain from a released restructuring provision.

As part of a "customers first" plan the group also confirmed that it would suspend domestic disconnections and had established a special assistance fund. South West has had the highest water and sewerage charges in the country.

Doubled pay-out at Mid Kent
Mid Kent Holdings, the water supply company under siege from a takeover bid launched by neighbouring utilities, yesterday almost doubled its full-year dividend and lifted pre-tax profits 48 per cent to £12.3m (£8.7m).

The total dividend jumped from 12.6p to 24p, after an increase in the final to 17.75p (7.3p). The company said it aimed to maintain a progressive dividend growth of perhaps 4 per cent real from this base.

The results, which were better than expected, helped lift the shares, which bucked the sector trend with a 33p rise to 468p.

Mr Geoff Baldwin, chief executive, said that the results had chiefly come from operating efficiencies and had nothing to do with the bid.

"In previous statements we have not been sure when the benefits were going to hit. Now they have hit we thought it was about time some benefits went to shareholders," he said. He added that he was "pleased with the timing".

The joint bid by Saur and General Utilities, two French companies which own neighbouring water supply companies in south-east England and which each have a 19.5 per cent stake in Mid Kent, was referred to the Monopolies and Mergers Commission last week.

Restructuring bears fruit at LIG
London International Group, the condoms and surgical gloves manufacturer which nearly collapsed two years ago, yesterday announced a 72 per cent rise in annual pre-tax profits.

The group, which is half-way through a three-year restructuring programme, made pre-tax profits in the year to March 31 of £26.2m (£9.8m), up from £15.2m the previous year which included exceptional charges of £2.5m. Turnover from continuing operations rose 11 per cent to £309.6m, after strong sales growth at each of its three divisions.

A new management team including Mr Nick Hodges, chief executive, and Mr James Tyrrell, finance director, was appointed in 1993 after the group's unsuccessful diversification strategy in the 1990s. Mr Hodges said the group was well on track to meet the targets set in 1994 of raising margins to 15 per cent and pre-tax profits to £40m in three years.

Sales of surgical gloves increased 18 per cent to £58.4m (£51.4m), buoyed by strong US demand for powder-free gloves. Earlier this month, the group acquired Aladan, an Alabama-based manufacturer of examination gloves, for £45.7m.

Condom sales expanded 15 per cent to £117m (£100m) with the strongest growth coming from southern Europe and North America.

Advertisement for Biogel condoms. Features a hand holding a condom with price points £15.2m and £26.2m. Text: 'Two good years of growth puts us in good shape for the future.' Includes financial highlights table and company information for London International Group plc.

Tomkins' shares rise on upbeat statement

By Patrick Harrison

The recent decline in Tomkins' share price was partly reversed yesterday after the industrial conglomerate released an upbeat trading statement and reassured investors that its £927m (£1.41bn) takeover of Gates, the privately-owned US automotive and industrial components group, would be completed by the end of the year.

The news lifted Tomkins' share price - which has underperformed the stock market by 12.5 per cent this year - by 9p to 256p.

"The statement reassures the market that the underlying businesses are performing relatively well and that the Gates deal is still on," said one analyst.

Tomkins' shares had fallen on concerns that the delays in completing the acquisition, which was announced in January, might have meant the deal had run into trouble.

However, yesterday the group said completion was taking longer than expected because of the requirement that it gain approval from a large number of North American and European regulatory authorities.

Mr Greg Hutchings, chairman, said: "The deal was signed and sealed in January but we have to submit it to all these different authorities. These things take time." He hoped the regulatory approvals would be sewn up by "late spring or early summer".

He said the takeover was a complex one from a regulatory point of view because it was the first time a British public company had acquired a private US company in a transaction financed entirely by equity. Tomkins is financing the deal with two issues of convertible stock.

The group also issued a trading statement which included a forecast that pre-tax profits in the year to April 27 would be more than £330m (£303m). Although that was at the lower end of expectations, Tomkins' forecast of a 15 per cent rise in its total dividend to 9.85p pleased analysts.

FINANCIAL HIGHLIGHTS table with columns for 95/96 £m and 94/95 £m. Rows include Sales of continuing operations, Operating profit, Pre-exceptionals, Pre-tax profit, Earnings per share, Dividend per share, Net borrowings.

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Handwritten note: 20/05/96



COMMODITIES AND AGRICULTURE

Globalisation picks up pace in the mining sector

By Kenneth Gooding, Western Correspondent

Globalisation of the mining industry is moving ahead at an unprecedented pace and the past year set records for both the number of big deals in the industry and the value of those deals: US\$20bn.

But, in spite of the hectic scrambling by other mining companies intent on becoming fully international, Anglo American Corporation of South Africa retained its place as the world's biggest mining group.

According to the latest Who owns Who in Mining, Anglo's share of global non-fuels minerals production outside the former eastern bloc countries, by value, was 8.51 per cent, well ahead of RTZ-CRA, the Anglo-Australian group, with a 5.4 per cent share.

Although Anglo's share has gradually slipped since the mid-1980s, mainly because of its falling share of global gold output, Anglo companies are the western world's leading producers of gold, diamonds, platinum group metals, chrome, vanadium and antimony.

It is third in cobalt, manganese and niobium, fourth in nickel and ninth in copper, according to the analysis by Raw Materials Group of Sweden.

Anglo is on the offensive, RMG points out. It has set up a \$1bn credit line, "indicating it is now ready for international battles after having settled some of its internal restructuring in South Africa," and has made "a push into crumbling Lonrho," the UK-based conglomerate, which intends to demerge its mining activities.

RMG's analysis of industry changes in the year to the end of May also reveals that state owned mining assets are being disposed of at a rapid rate - another trend helping to contribute to the globalisation process.

RMG says that more than \$2.2bn was collected by governments outside the former eastern bloc as they sold off mining assets in the past year.

Top 25 Western Mining Companies in 1994 Ranked by mine production of non-fuel minerals

Table with columns: Company or state, Rank (1995), Country, % of total value. Lists companies like Anglo American, RTZ-CRA, BHP, etc.

That was nearly double the amount for the previous 12 months.

It suggests changes in the state sector's share are likely to take place only gradually from now on, "partly because of the slow pace of new privatisation and partly because of the increase in state controlled production in other countries such as Iran and Botswana."

Each of the four biggest private sector deals in the past year involved more than \$2bn compared with the biggest in the previous 12 months - the \$1.6bn Barrick Gold paid for Lac Minerals. That deal moved Barrick up the table from 30th to 9th place.

The "big four" deals - Battle Mountain Gold's merger with Hemlo; Inco's acquisition of Diamond Fields Resources; BHP's acquisition of Magma Copper; and RTZ's full merger with its associate CRA - illustrate some of the important characteristics of the recent reshaping of the mining industry, RMG suggests.

It says the industry is in "an intensive phase of transformation" fueled by the good profits it has made in recent years. There is a focus on North American companies, both as buyers and targets. Australian companies are transforming themselves into transnational groups. European companies, apart from RTZ, are lagging their peers.

Other big changes in the rankings include a move from 36th to 28th position by Normandy, the Australian group that acquired a substantial chunk of BRGM, the state owned French group. Another Australian, MIM, dropped from 11th to 22nd position because of a change in the way it was classified by RMG.

While Europe's share of global mining is eroding fast, Japan's has faded almost completely. Mitsui was the only Japanese group in the top 50. Who owns Who in Mining 1996, £300 or 739490 from Roskill Information Services, 2 Clapham Road, London SW9 6JA.

Bolivian mine waste has a silver lining Sally Bowen on an innovative and profitable solution to an environmental problem

In most countries with centuries of mining tradition tailings dumps are a familiar and unsightly blot on the landscape. Often they are health hazards, contaminating water sources and threatening to slip down hillsides. Cleaning them up is prohibitively expensive, especially for developing countries.

The Itos tailings dump in Bolivia is one such. Squatting ominously on a hill outside the long-established mining town of Oruro is a huge black, 1.8m-tonne mass of evil-smelling tailings. Rain, time and gravity have carried part of the noise-sludge some two miles down the valley, where the town council plans to build new residential housing.

Fortunately for Oruro, the Itos tailings dump has substantial commercial value. Over the next ten years a joint venture masterminded by a metallurgical genius from the US and a Dutch minerals trader will clear the dump, extract the remaining value and store the waste in an environmentally irreproachable tailings dam. The innovative hot chloride leach operation, meanwhile, is the first in the world to recover

any base or precious metal on a commercial scale. Baramsa, a Bolivian company in which Baxex minerals trading partnership and Kappes Cassidy of Reno, Nevada have a 90 per cent stake, has signed a 10-year lease with Bolivia's state mining corporation Comibol to treat the Itos tailings. The dump is the result of some seventy years of processing of lead-silver ore from the San Jose and Itos mines. Both the mines and the flotation plant, close to Oruro, were shut down in 1992.

The tailings still contain an average of 230 grams per tonne of silver (around half the original content) as well as significant quantities of antimony and lead.

Extensive tests between 1992 and 1993 at Kappes Cassidy's Reno laboratories indicated that more than 85 per cent of the tailings' silver content could be recovered by hot chloride leaching, a significant improvement on Comibol's mid-1980s attempts to leach with a cold chloride solution. Cyanide recovers only 40 per cent of the silver and consumption is uneconomically high. The Kappes Cassidy solution

looks financially attractive. With its own on-site hydrochloric acid plant (not yet functioning) Baramsa predicts operating costs of under \$33 per tonne and cash flow in excess of \$3m a year for the next decade after financial costs and depreciation. Investment to date has totalled \$10.5m.

Plant construction was completed a year ago and trial runs commenced in October. Baramsa's Dutch-born president Mr Hans Tordoir was expecting the first metal to be poured before the end of April with the first shipment of pure bullion to Johnson Matthey of England in May.

The plant itself is a gleaming and spotless tribute to modern technology. All process solutions and liquid streams are recycled and the minute quantities of gases and vapours generated are scrubbed to remove contaminants before discharge. "No plant like this has ever been built on a commercial scale, so it takes some time to streamline procedures," says Mr Tordoir. "But the technology is known, and Dan Kappes' reputation is enormous. We're confident it's a very interesting project, both economically and environmentally."

In Bolivia, as in many other developing countries, environmental legislation is in its infancy: few miners or industrialists bother to comply with the basic regulations that have been promulgated.

This makes Mr Tordoir, who began his career with Billiton before becoming a trader with Philipp Brothers, something of an environmental freak in his adopted land. His brother, however, is head of Shell environmental technology "so it sits in the education of the family", he explains.

Mr Kappes, president of Kappes Cassidy, is more reluctant to be tagged an environmentalist. "Exaggerated environmental legislation has virtually killed off the mining industry in the States," he says. "You can go too far."

Baramsa has imported geomembrane at \$4.50 per square metre to line the tailings pond, adding around \$1 per tonne to total operating costs. "You could do the project legally without this, but you couldn't do it responsibly," says Mr Tordoir, who personally collects samples from wells drilled below the dam to check the quality of run-off water.

Comibol's participation in the project is, meanwhile, reduced to collecting a royalty, variable in accordance with international metals prices and output. The partners say negotiations with the dramatically down-sized state mining company have been trouble-free throughout.

If Itos proves as big an economic success as the figures indicate, Comibol has plenty more tailings dumps to offer to investors. ITC of Canada has already spent some \$2m on developing the commercial technology for re-processing the tin-silver-zinc tailings of San Miguel. Financing has been obtained in principle from local brokerage Saxxon (part of the Socimer finance group of Switzerland) and could top \$24m if the consortium takes the final decision to go ahead.

'In situ' copper leaching to be tested in Michigan

By Kenneth Gooding

A second pilot scale testing scheme is to begin in the US of a technique that may eventually provide the mining industry with substantial additional sources of low cost copper and other metals. Inmet of Canada has been given approval by Michigan's Department of Environmental Quality for a US\$10m "in situ" or "in place" mining project at its Copper Range in the state's Upper Peninsula.

The method, also being tested by Asarco in Arizona, involves injecting an ore body with a dilute solution of sulphuric acid to leach out the metal. Inmet hopes to extend the life of a 44 year old mine that was closed in 1995 because it was not viable when conventional mining techniques were used. The company wrote off C245m because of the closure. A three-year pilot project will begin this year and, if this is successful, Inmet hopes to recover 900m lb of copper over 15 years.

Export tax angers tobacco growers

By Tony Hawkins in Harare

Zimbabwe yesterday doubled the proposed tax on tobacco auction floor sales and exports to 10 per cent from the 5 per cent originally mooted.

Backbench members of President Robert Mugabe's ruling ZANU-PF party overturned a ministry of finance proposal to split the turnover tax between growers (2 per cent) and buyers (3 per cent), deciding instead to double the tax to 10 per cent - with both growers and buyers being required to pay 5 per cent each.

Tobacco prices this year are more than 50 per cent higher than a year ago, averaging over 300 US cents a kilogram

compared with 186 US cents at the same stage in 1995. With the seasonal price expected to average over 300 cents a kilogram the 300 mg crop will be worth some \$600m. So the tax will bring in about \$60m making it the sixth largest source of revenue after corporate and personal income taxes, sales tax, and customs and excise duties.

The Zimbabwe Tobacco Association reacted angrily, describing the tax increase as "a great shock to the industry". It accused MPs "who do not understand economic fundamentals" of "petty spits", adding that no government had got off to a poor start.

The tax increase comes just a week after President Mugabe promised closer ties and consultation with private enterprise in Zimbabwe. The ZTA said it was not consulted about the tax and suggested that the much-vaunted new era of "constructive engagement" between business and government had got off to a poor start.

COMMODITIES PRICES

BASE METALS

Table for LONDON METAL EXCHANGE prices for Aluminium, Zinc, Lead, Tin, Nickel, etc.

Precious Metals continued

Table for Gold COMEX, Platinum NYMEX, Palladium NYMEX, Silver COMEX, etc.

GRAINS AND OIL SEEDS

Table for Wheat LCE, Maize CBOT, Soybeans CBOT, Soybean Meal CBOT, etc.

SOFTS

Table for Cocoa LCE, Coffee C, Coffee C, etc.

MEAT AND LIVESTOCK

Table for Live Cattle CME, Pork Bellies CME, etc.

ENERGY

Table for Crude Oil NYMEX, Heating Oil NYMEX, etc.

PRECIOUS METALS

Table for Gold COMEX, Silver COMEX, etc.

FUTURES DATA

Table for Wheat, Soybeans, etc.

INDICES

Table for Reuters, etc.

JOTTER PAD advertisement for HP and Packard computers.

CROSSWORD

Crossword puzzle grid with clues and solution.





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Candidates should write to Mrs. J. Mitchell, Partners, The Perseus Partnership, Argosy House, Collins Court, High Street, Cranleigh, Surrey GU6 8AS. The closing date for applications will be Friday, 21st June, 1996.

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*We see our role as one of transferring our knowledge and experience to our clients and assisting them in their understanding and implementation of new ways of doing business, of leading people and, above all, satisfying the needs of customers. We help them transform themselves, not as an end in itself, but as a way of continuously limbering up in readiness for what is yet to come. We are based at Hagley Hall, near Stourbridge, in the West Midlands. This beautiful location is situated 30 minutes drive from Birmingham, 40 minutes from Birmingham International Airport, at the centre of the road and rail networks. We are an hour and a half from Manchester by road, two hours from London and within two hours flying time of most near European cities.*

Please write sending details of your CV to:  
G.M. Thomas, Managing Director,  
Thomas, Owen & Rice Limited,  
62-68 The Old Woodford,  
Hagley Hall, Stourbridge,  
West Midlands, DY9 9JG.  
Tel: 44 - 01352 520000 or Fax: 44 - 01352 586425

The EIB, the financing institution of the European Union, is currently seeking for the Management Control Unit of its Financial Control/Accountancy Department in Luxembourg:

## 2 Financial Analysts (m/f)



**European Investment Bank**  
A career in the heart of Europe

**Duties:** Under the responsibility of the Head of Unit, he/she will mainly:

- participate in establishing a Management Control Unit
- analyse and comment on the make-up of, and trends in, the financial results of market and treasury activities;
- develop and use analytical tools for measuring the results and profitability of the EIB's banking activities as well as projected results;
- analyse and comment on the Bank's results and measure the effects of pricing on the profitability of its lending/borrowing operations;
- work together with members of a small team and liaise with other units in the Department and the Finance Directorate, particularly Risk Monitoring, Front Office and General Accounting;
- provide an interface between the Management Control Unit's analytical requirements and the development of corresponding computer programmes.

**Qualifications:** University degree with emphasis on mathematics, finance and economics. Treasury operations and financial markets specialist with at least 5 years' experience in this field. Excellent grasp of financial techniques including derivatives and structured issues. Knowledge of pricing methods and market risk measurement (ALM, VAR and BPV). Open-minded approach, good communication skills and ability to draft clear and concise reports. Aptitude for using IT tools. Knowledge of 4GL languages would be an advantage.

The duties for both the above posts will involve close cooperation with the Bank's other Directorates.

**Languages:** Very good command of either English or French and sound knowledge of the other.

The EIB offers attractive terms of employment and salary with a wide range of welfare benefits. It is committed to a policy of equal opportunities and applications from women would be particularly welcome.

Applicants, who must be nationals of a Member Country of the European Union, are invited to send their curriculum vitae, together with a letter and photograph, quoting the appropriate reference, to:

**EUROPEAN INVESTMENT BANK**  
Recruitment Division (Ref. FI 9620)  
L-2950 LUXEMBOURG. Fax: (+352) 4379 2545.

Applications will be treated in the strictest confidence and will not be returned.

## Derivatives Specialist

The World Bank, the leading multilateral organization in the field of global economic development, has a challenging opportunity for a qualified Derivatives Specialist to work at its Headquarters in Washington, DC, USA.

The Derivatives Specialist will be part of a work team involved in: derivatives transactions (swaps and other OTC derivatives); funding operations in the structured bond market; identification and development of market opportunities for such transactions; liability portfolio management; valuation of the Bank's derivatives portfolio; development of Bank's financial policies, loan products, new funding and liability management products; and financial techni-

cal assistance to member countries.

**Requirements:** an advanced degree in finance or equivalent with strong background in finance theory/financial markets; 3-5 years experience in major international financial markets; knowledge of fixed-income securities and derivative instruments; demonstrated capacity as a highly motivated, innovative and creative thinker; proven quantitative and analytical skills; strong communication and negotiation skills. **Job code: FDD/96**

The World Bank offers a competitive compensation package, including expatriate benefits. To apply, please mail/fax a detailed resume or curriculum vitae, indicating job code, within 14 days, to:

**The World Bank,**  
Staffing Center, Room O-4149, 1818 H Street, N.W., Washington, DC 20543  
USA. FAX: (202) 477-4744.



## ASSOCIATE DIRECTOR

CIS Trade Finance

G.M.I. International Ltd is engaged primarily in arranging finance for trade and projects in Eastern Central Europe, the C.B. and Central Asia with offices in London, Moscow, Kiev and Bucharest.

G.M.I. is seeking an Associate Director for CIS Trade Finance, to work from its London office. The ideal candidate will be fluent in written and spoken English and Russian, have at least two years experience in structuring transactions in the CIS involving and/or trading physical commodities, and will have substantial experience in building computer models in the area of structured finance.

Salary £40,000 (+ benefits and performance related bonus).

Written applications only to:

Stefan Plesner, G.M.I. International Limited  
Knightsbridge House, 6th Floor, 157  
Knightsbridge, London SW7 1RB

## Senior US Government Bond Salesperson

Our client, the investment banking arm of a major international Bank is seeking an experienced US Government Bond Salesperson for its Primary Dealership in London.

Responsibilities will include the marketing and distribution of all US Government securities to European and Middle Eastern institutional accounts from London.

Candidates will have at least 5 years' experience of US Treasury cash, futures and Government agencies. A European language would be advantageous.

Salary and benefits will be highly competitive and consistent with current market practice.

**Please reply in strictest confidence to:**  
**Ray Turnbull, Partner, Capital Market Appointments**

0171 623 1266

## Join a leading Financial Services Regulator

As a leading city regulator, IMRO's prime objective is to protect investors by setting and promoting standards for the investment firms it regulates. We are currently looking for people with an interest in investor protection to join our Corporate Admissions, Monitoring and Enforcement departments.

We are particularly interested in hearing from people with a regulatory or compliance background or in-depth knowledge of the fund management industry. We are also looking for qualified accountants with experience of auditing investment management companies and legal professionals with experience of commercial litigation, commercial investigations and/or a financial services background.

You could be involved in assessing a firm's suitability to be IMRO-authorized, or you could join a team responsible for visiting the firms we already regulate to identify possible areas of investor risk and recommend appropriate action. Alternatively, if

you are an experienced investigator or litigator, you could work on in-depth investigations into areas involving significant investor risk and the preparation of disciplinary cases against regulated firms.

These are exciting opportunities to join an organisation within an increasingly high profile sector of the financial services industry. We can also offer competitive starting salaries and an attractive benefits package, together with excellent opportunities for training and development.

To apply, please forward a detailed CV, including current salary details to: Debbie Willis, Human Resources, IMRO, Lloyd's Chambers, 1 Portsoken Street, London E1 8BT. Please quote reference FT9605.

IMRO (Investment Management Regulatory Organisation Limited) regulates 1,100 firms and 17,500 individuals. The firms include fund management organisations, banks, pension fund managers, trustees including trustees of unit trusts and investment trust managers. Funds managed by IMRO regulated firms have a total estimated value of £1,000 billion.

**IMRO**

## Executive Search Consultant France and Germany

Armstrong International are a leading financial services Executive Search firm which specialises in finding senior personnel for Banks everywhere. Over the past two years we have developed business in France and Germany, and we would now like to recruit a consultant to be responsible for concentrating specifically on these areas.

We are looking for people with the following attributes to join our already highly successful team:

- A high degree of drive
- Fluency in German and French
- An in-depth understanding of the Banking industry
- A team oriented style and personality
- Familiarity with the Executive Search industry.

Please send CV in the first instance to:

Catherine Bolton, Armstrong International, 1 Angel Court, London EC2R 7HJ.



## Risk Management Technologists

# Delivering competitive advantage in the global financial markets.

Price Waterhouse is increasingly recognised as the partner of choice for the development and delivery of risk management systems for the Capital Markets sector. Some of Europe's most prestigious financial institutions are turning to PW because we combine top-quality systems expertise with advanced strategic thinking; as financial institutions look for new and better ways to calculate the risk and returns of investments in volatile international money markets, PW is delivering bespoke and packaged solutions which meet both the strategic and operational needs of large-scale investors.

We are now looking for more people to join our Risk Management team, based in London but working on projects with European and indeed global impact. You will be working with managers at the highest levels of blue-chip financial institutions, defining, developing and implementing solutions which are tailored specifically to the challenges of their businesses, and their markets. You will be involved throughout the project life cycle and your work will regularly be incorporated into - and run in tandem with - wider change management projects. Backed up by a superb technical support team, you will enjoy the scope to make a personal and highly visible impact on one of the most exciting areas of modern systems development.

You must be a graduate with 4 - 6 years' IT experience in the financial sector, which includes at least 12 months of specialisation in the development/implementation of sophisticated risk management systems. You will have a sound understanding of RM methodologies and the mathematical principles that underpin them, for example, VAR and RAROC. You will already have a wide knowledge of various financial instruments and their associated risk factors, as well as being familiar with relevant pricing and hedging techniques. Ideally, you will already have a detailed understanding of the systems development life cycle, and the special challenges of bespoke or packaged solution development.

We are determined to appoint people who have the vision and potential to grow with PW in this fast-expanding area of our business. If you have the rare blend of market knowledge, systems expertise and client-facing skills that we need, we will create a package of salary and benefits which will reflect your contribution to our Risk Management practice. Please write with a detailed cv, quoting reference MCS 4014, to Tim Forster, Price Waterhouse Management Consultants, No.1 London Bridge, London SE1 9QL.

**Price Waterhouse**  
Management Consultants



Price Waterhouse is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

## EXECUTIVE CONNECTIONS Corporate Broking

Charterhouse Tilney Securities Limited is the stockbroking arm of Charterhouse plc. Founded in 1836, it is one of the longest established and most respected members of the London Stock Exchange and is one of the largest institutional agency stockbrokers in the UK. Corporate Broking is a growing area of activity for Charterhouse Tilney Securities and the department has enjoyed considerable success recently in increasing its client list.

Charterhouse Tilney Securities acts as broker or financial adviser, or both, to its clients depending on the requirements of the client. Flotations have been a major source of new business and there has been significant activity in takeovers, rights issues and placings. The focus of its business development effort remains UK corporates. More specifically, the Corporate Broking department undertakes the following activities for its clients:

- Provides advice on deal structuring, including takeovers, acquisitions and disposals, and fund raising.
- Sponsors all types of Bonations.
- Assists in capital raisings.
- Investor relations.
- Advice and liaison on all Stock Exchange matters.

The success of the department means that it is now seeking to recruit at least two further individuals to work closely with Directors in the support of these activities.

The successful candidates are likely to have either one to three years' experience in another Corporate Broking department, or be qualified ACAs with up to 3 years' PQE. You must be able to demonstrate a strong academic and professional track record, coupled with an eagerness to translate your professional training into a commercial and client focused environment. Coming from a leading accountancy firm, stockbroker, merchant bank or industry you will demonstrate a pragmatic yet creative approach to business demands.

A competitive remuneration package is offered.

If you feel you can meet the challenge that these exceptional roles offer then please forward your CV to our Consultants Rachel Jagger or Chris Pearson at Executive Connections, 45 Eagle St, London W1R 4AP. (Fax: 0171 672 0085) E-Mail: [responses@executiveconnections.co.uk](mailto:responses@executiveconnections.co.uk) If you have any questions, then please telephone them on 0171 242 8188 (evenings/weekends 011 948 3905). All CVs will be treated in the strictest confidence. Please note any CVs forwarded directly to Charterhouse Tilney Securities will be passed to Executive Connections.



**CHARTERHOUSE**

## ACCOUNTANCY APPOINTMENTS

## Director of Accounting

West London to £65,000 + car

Our client, a major US corporation, is renowned throughout the world for providing a quality service on a truly global basis. As a market leader within their field the group has experienced consistent and profitable growth over many years.

This organisation now seeks to recruit a Director of Accounting who will strengthen the financial management of its Pan European network and who will report to the highest levels of management in Europe based in the UK. This new role will co-ordinate and control all financial and management information from the business units throughout Europe, enhance the quality of financial information within the company, review and improve financial analysis, cashflow management, along with the evaluation of capital proposals and other projects.

Candidates will be fast track qualified accountants, probably aged mid/late thirties, who can demonstrate excellent career progression to date encompassing Big Six experience combined with success in managing a multi-national accounting function. First class communication and interpersonal skills are absolutely paramount to take up this excellent career opportunity.

Please write enclosing full curriculum vitae quoting ref 650 to Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, Cavendish Square, London W1H 9DB Tel: 0171 371 9476 Fax: 0171 371 9478

**CARTWRIGHT CONSULTING**  
FINANCIAL SELECTION & SEARCH

## HEAD OF FINANCE

LONDON

c. £55,000 package + benefits

Jones Lang Wootton is a leading international firm of Chartered Surveyors and Real Estate Advisers with some 70 offices worldwide. We have a major presence in the UK, with seven offices and over 800 Partners and staff.

Following internal promotion, we are now seeking to recruit a high calibre Head of Finance to be based in our City office. Reporting to the European Chief Operating Officer, the role will encompass all aspects of the financial management of our London and Regional (English) office network. You will be responsible for our 18-strong London based team, managing and developing our financial reporting systems and providing a key contribution to the business planning and budgetary process.

The role will appeal to a commercial, qualified accountant with a minimum of five years experience in a similar position. You will be expected to demonstrate a high level of intellect, strong interpersonal, leadership and IT skills and be able to deliver results and communicate effectively at the most senior level. You should have experience of making a major contribution to the decision making processes of a client oriented service industry.

Please write, in confidence, with full career and salary details to: Brian Kirby, Recruitment Manager, Jones Lang Wootton, 22 Bouverie Square, London W1A 2BN.

**Jones Lang Wootton**

## Timber Industry

### Administration/Finance Manager

A British company who have recently completed construction of a modern sawmill facility in Estonia is seeking a qualified accountant to manage finance and administration.

The job will entail financial control of the sawmill operation including production of accounts and full financial, stock and production reporting both to local management and to the parent company in the UK. Candidates must be fully conversant with the use of computers for accounting and other purposes and must be able to demonstrate self-motivation and adaptability. Preference will be given to candidates who speak Estonian or are willing to learn the language.

The position is based at the sawmill which is situated approximately 60km South of Tallinn. food and boarder accommodation will be provided. Salary will be negotiable and will depend on qualifications and experience.

Applications should be made in own hand writing including full details of career to date and present salary to:

Belle Contracting & Trading Ltd.  
29 11th Street  
St Helier  
Jersey JE2 4JA  
Channel Islands

## FINANCE DIRECTORS

### High Wycombe & Lancashire

£45k + Car + Bonus

Two commercially aware ACAs with 'hands-on' line experience required for a subsidiary of a major plc.

Candidates must demonstrate strong working capital control and an eye for detail, together with well-developed interpersonal skills. Excellent prospects.

Please contact: Nick Stephens at Nicholas Andrews, 126 Colmore Row, Birmingham B3 3AP Tel: 0121 233 4450

## Appointments Advertising

Every Wednesday & Thursday the Financial Times Appointments pages appear.

Wednesdays section is aimed at the Banking, Finance, IT and General Appointments markets, and Thursdays pages are for Accountancy vacancies. Both days are essential reading for any seriously career minded individuals.

For information on Appointments Advertising please contact:

Andrew Skarzynski on 0171 873 4054

Toby Finden-Crofts on 0171 873 3456

Robert Hunt on 0171 873 4095

**adidas**

adidas - The spirit of sports

## International Controlling Manager

adidas, a DM 3.5 Billion company, and one of the world's foremost marketers of sports clothing and footwear, seeks high calibre individuals to join our international controlling department.

Reporting to the Vice President of Controlling and managing a staff of 7, you will assume responsibilities for annual budget planning and analysis, and monthly sales reports. You will perform revenue and profit margin analysis per subsidiary and sports category as well as total business analysis including P & L, Balance Sheet and Cash Flow Statements.

You will play a leading role in the completion of an electronic data interchange program consolidating the international chart of accounts from over 30 subsidiaries and joint ventures into a Management Information System at the headquarters.

The successful candidate will have either an MBA with a concentration in Finance or a recognised accounting qualification and between 5 to 7 years work experience with a multinational. You should have a good understanding of International Accounting Standards and either US or UK GAAP. You speak and write German as well as English, are a number cruncher with personality, enjoy sports and are a team player who will fit into the diverse multicultural environment offered at adidas.

If you are interested, please send your full CV.

adidas AG  
Karin Sonn  
Human Resources  
P.O. Box 1120  
91072 Herzogenaurach  
Germany

## International Tax Manager

London

c £80,000 + Benefits

A major natural resources group which owns and manages a portfolio of strategic holdings in focused, world class mining and metals businesses, diversified by commodity and country, wishes to appoint an International Tax Manager, to be based in London.

The post is an excellent opportunity for a senior tax professional to be involved in the group's UK and international tax issues.

Responsibilities will include:

- Advising on tax effective structuring of transactions, including reorganisations, disposals and mergers.
- Identifying and analysing tax risks and exposures inherent in the current management and corporate structures and advising on appropriate ways to counter such risks.
- Identifying opportunities for tax savings throughout the group.

• Consulting with various disciplines throughout the group on tax issues.

The successful individual should be a chartered accountant with 7-10 years general tax experience (including at least 4 years in international tax) gained in either the profession or industry, who has also had exposure to working on corporate finance related transactions.

Candidates should demonstrate good interpersonal skills with the ability to communicate at Board level, both within the UK and overseas. A pro-active, mature initiative taker, with the capacity to be a self-starter at all times are essential characteristics.

Interested candidates should send their curriculum vitae to Mark Pryor at Michael Page Taxation, Page House, 39-41 Parker Street, London WC2B 5LH or telephone him on 0171 831 2000, fax 0171 831 6662.



**Michael Page Taxation**

Specialists in Taxation Recruitment  
London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds  
Maidenhead Manchester Nottingham St Albans & Worldwide

## VICE PRESIDENT FINANCE - EUROPE

High Technology Commercial Impact

Our client is a multinational, blue chip, North American corporation with an outstanding record of innovation and profits growth in the high technology sector. The \$900m+ turnover European region continues to expand at a rapid rate and internal progression has created the need to appoint a highly commercial finance professional.

Paris

The prime responsibility of the role will be to manage the European Finance Group in the provision of financial expertise and business support, and in particular to:

- Assess the viability of new ventures and play a leading role in contract negotiations
- Drive overall business planning and continually evolve organisational strategies to meet corporate goals
- Develop the European finance team through quality recruitment, training and succession management
- Make strong, ongoing commercial and strategic contributions to the long term, profitable growth of the business

c.900,000 FF car, bonus, options

Candidates will be qualified accountants or business graduates with at least 10 years' senior financial management expertise gained in a fast moving and marketing led, multinational environment. Previous experience in a North American corporation would be beneficial. A truly global perspective on business management and proactive, incisive leadership skills are prerequisites. Fluency in English is essential, French is desirable and any further European languages would be a distinct advantage.

Interested candidates should write with full CV, quoting current rewards package to Mark Hurley FCMA, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY. Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HMH/3129/FT.

**Hoggett Bowers**

EXECUTIVE SEARCH & SELECTION



## Head of Finance

Salary commensurate with position

Central London

Unique opportunity in this high-profile Institution for creative finance manager, with empathy for the Arts, to bring sophistication to finance strategy and systems.

### THE INSTITUTION

- Established 1768 with mission to promote visual arts to the widest possible audience.
- Entirely reliant on private sector and exhibition income. Over one million visitors yearly.

### THE POSITION

- Formulate and co-ordinate financial strategy and setting of annual targets for agreement by the Council. Ensure statutory requirements with regard to charity and pension law are met.
- Develop and establish reporting systems and structures to enhance financial awareness, information flow and viability of projects.

- Senior management role, working closely with other Heads of Departments. Direct, manage and motivate team of 20.

### QUALIFICATIONS

- Entrepreneurial and energetic. Strong team player.
- Creative developer of systems and structures.
- Excellent people management and communication skills. Ability to relate to and deal with a wide spectrum of individuals.
- Suitably qualified. Knowledge of charity obligations and ideals. Empathy with the world of art.

Please send full cv, stating salary, ref LG60508, to NBS, 54 Jermyn Street, London SW1Y 6LX  
This is a registered charity no 212798



NBS SELECTION LTD  
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Edinburgh • Glasgow • Leeds • London  
Manchester • Slough • Madrid • Paris

## SENIOR BUSINESS ANALYST

London and Home Counties

£40,000 + Car + Bonus

Our client is a leading international transport and distribution organisation with a world class reputation.

An exciting opportunity has arisen within the Group Business Strategy and Planning Department for a commercially astute accountant reporting to the Finance Director. Applications are invited from accountants with an excellent academic track record including a good degree and first time passes, together with at least two years' post qualification experience.

The role requires the flexibility to deal with a variety of work including:

- Identifying and executing acquisitions and disposals
- Preparing business plans and presenting at board level
- The ability to construct and utilise computerised business models
- Investment appraisal using discounted cashflow techniques

This is a key position within a dynamic organisation, offering the opportunity to make a major contribution to the direction of the business. The ability to form effective working relationships with people at all levels within the organisation to facilitate achievement of business goals is essential.

To discuss this opportunity in total confidence, please contact Ian Temple BSc (Hons) ACA on 0171 405 4161. Alternatively, send your CV to him at the address below.

FMS, 5 Bream's Buildings,  
Chancery Lane, London EC4A 1DY  
Tel: 0171 405 4161, Fax: 0171 430 1140  
Email: 100621.2014@computerve.com  
We have offices in London,  
Birmingham, Manchester and Leeds.



SPECIALIST FINANCE RECRUITMENT



## Financial Planning & Analysis

£ EXCELLENT + BONUS + CAR + SHARE OPTIONS - SCOTLAND

With a turnover of around £400 million, United Distillers UK is the UK operating company of United Distillers, the spirits division of Guinness PLC. It is also the world's most profitable spirits company and the international leader in both scotch whisky and gin.

As part of a major reorganisation, the company seeks to support a step change in the business through its financial team by the appointment of a senior Financial Planning & Analysis Manager who will be responsible for developing and directing the financial planning and analysis activity to support operational management in the achievement of its demanding business objectives.

Reporting to the Finance Director, you will lead and coach a small FP&A team, and will also be responsible for the development of the FP&A activity within newly established operational trade channels for which you will have functional responsibility.

You will be a graduate qualified accountant or MBA with previous financial planning and analysis experience, ideally gained within a retail or fast-moving consumer-orientated business. Above all, you will be commercially astute, intellectually sharp with an analytical mind, and have the presence and immediate credibility to interact with senior management as well as possess the strong leadership skills required to train and develop an effective team.

Career prospects within the wider United Distillers/Guinness Group are excellent and the comprehensive package includes generous relocation assistance.

You should write enclosing a resume together with current remuneration details and daytime/evening telephone contact numbers, quoting Reference 605/A on both envelope and letter, to Chryssaphes Flammiger Associates, Bechtel House, 245 Hammersmith Road, London W6 8DP.

UNITED  
DISTILLERS

GUINNESS PLC

## Director Business Planning

Middlesex

to £65,000 + car

Our client is recognised without question as being a market leader with an international reputation for quality and professionalism in the service industry. This multi-national corporation will continue to build on its excellent record of expansion throughout all continents thereby offering continual new challenges to its executives.

It is a direct result of internal promotions that a Director - Business Planning is now sought who will report to the European Chief Financial Officer. The prime function will be to improve the strength of business planning within the corporation and key duties will encompass analysis of operating results, profitability and cost volume profit studies, cash forecasting, budgetary planning and control as well as the formulation of capital and strategic plans. The management and motivation of the planning team as well as working closely with line management will also be important factors within this role.

Candidates will probably be MBAs who can demonstrate sound financial planning and analysis achievements made within a multi-national corporate environment. Modelling and PC skills are a must as is the ability to bring a practical and common sense approach to this high profile position that will work closely with Financial Controllers across Europe.

Please write enclosing full curriculum vitae quoting ref 651 to: Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, Cavendish Square, London W1H 9DB  
Tel: 0171 371 9476 Fax: 0171 371 9478

**CARTWRIGHT CONSULTING**  
FINANCIAL SELECTION & SEARCH

## Financial Controller (FD Designate)

Croydon

c.£45,000

Our client is a small, niche market general insurance company which is the subsidiary of a major US Financial Services group, with plans for European expansion.

There is now a requirement to strengthen the Finance function with the appointment of a Financial Controller who, reporting to the Finance Director, will manage a small department and take day to day responsibility for finance including budgeting, forecasting, management and statutory accounting, as well as reporting to the US.

Candidates should be qualified accountants with demonstrable general insurance experience gained either within industry or the accounting profession and also with some knowledge of consolidations. As well as being technically

strong, you should have good staff management skills, be computer literate and have a hands on, non-status conscious approach to your role.

The position can be developed in the short term through increased responsibilities and business expansion plans and this individual must have the potential to become Finance Director in three years time.

To be considered, please send your curriculum vitae, including current remuneration, to Carrie Andrews at Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting ref: CA732.

**ERNST & YOUNG**  
The United Kingdom firm of Ernst & Young is a member of Ernst & Young International

Coopers & Lybrand Executive Resourcing

## Head of Internal Audit

LONDON

COMPETITIVE PACKAGE

Our client, a major service provider in the South East and a FTSE top 150 company, is experiencing significant organisational and operational change at present in response to an increasingly competitive market place.

The new Head of Internal Audit, reporting to the Chief Executive Officer, will assume responsibility for a small team and be tasked with managing the continuous improvement of the control framework, the audit plan and budgets so that it operates at optimum effectiveness and provides a cost effective and value added service. Other responsibilities will include the development of appropriate standards and performance indicators and within the group provide for the personal development of staff.

Probably a graduate, but not necessarily an accountant, you will have gained several years experience of managing a

sophisticated audit function and ideally have some experience of operational audit activities. Whilst no specific industry experience is necessary, previous exposure to organisations experiencing and managing significant change is essential. Bright and commercially astute, you must have a practical knowledge of current control procedures and review techniques. Personal qualities required to ensure success in the role include presence, a strong personality, excellent communication and interpersonal skills, influencing abilities, high energy and a pragmatic and positive approach.

Please send full personal and career details, including current remuneration and daytime telephone number, in confidence to Anne Routledge, Coopers & Lybrand Executive Resourcing Ltd, 1 Embankment Place, London WC2N 6NH, quoting reference AR1179 on both envelope and letter.

Handwritten note: 1354/1000

JP 11/01/96

FRIDAY MAY 31 1996  
Limited  
City

### INTERNATIONAL CLINICAL FINANCIAL CONTROLLER

Package to £50,000

Marlow, Buckinghamshire



INNOVEX

Innovex leads the way as the world's first Contract Pharmaceutical Organisation (C.P.O.) providing clinical research, health management and sales services to major pharmaceutical companies. In the light of the strategic focus on the International clinical business and the phenomenal and rapid growth in this sector there is a requirement to strengthen the finance resource by the appointment of an International Clinical Financial Controller.

Reporting to the Divisional General Manager, the role will provide financial leadership and direction in the production of management information and commercial decision making.

The ideal candidate will be a mature qualified accountant with at least five years' post qualification experience. The ability to manage change and growth and, above all, strong inter-personal skills at all levels of management are essential.

Experience of working within an international environment is essential and experience of working on clinical contracts and/or within a project based environment would be preferred.

The company offers an excellent remuneration package and tremendous potential for long-term career advancement. Please write in the strictest confidence, enclosing a full CV, salary details and quoting reference NLA0696, to our advising consultant:

Nigel Lynn ACMA at Nigel Lynn Associates,  
Eastlands 2, London Road, Basingstoke, Hants RG21 4AW.

### GROUP MANAGING DIRECTOR

*Diversified Group of Companies*

Gulf Based

Negotiable Salary

Our client is a well established and diversified group of companies in the United Arab Emirates. Due to expansion, the Group is now looking for an aggressive, profit-minded and result-oriented individual with proven track record at a senior management level in a similar organisation to manage the Group.

The Managing Director will work closely with the Chairman and General Managers of the individual companies to ensure the successful operation of the Group.

The ideal candidate must possess the following:

- Strong experience in Finance and Marketing.
- Excellent interpersonal and human resource development skills.
- Wide knowledge of different business fields (trends, success factors, competitive positioning) with very strong expertise in at least two business areas including high technology.
- Proven ability to develop and manage business ventures from conception to maturity.
- Business management and performance measurement skills using modern techniques such as TQM, JIT, Diversified Portfolio Management and Risk and Liquidity Management.
- Strong strategic planning ability and experience including preparation of strategic plans (vision, mission, objectives and goals) for a diversified group of companies.

Qualified candidates must have a business degree from a western university at the MBA level and must have a minimum of 15 years experience in management positions.

Only qualified candidates should forward career details including salary history by 15 June 1996 to Executive Recruitment Division, Ernst & Young, P.O.Box 136, Abu Dhabi, United Arab Emirates, Fax No: +971 2 722968. Only shortlisted candidates will be contacted.

ERNST & YOUNG

### DIVISIONAL CONTROLLER

Central Southern England

Base c £40K + car + benefits

Our client is a rapidly growing, "leading edge" medical device company, operating globally. Consistent with expansion plans, its Eye Care Division is looking to fill the newly created position of Divisional Controller.

#### THE APPOINTMENT

Reporting to the Divisional CEO in an authoritative role, the position will be responsible for management reporting, budgeting, financial and cost control, financial analysis and systems development. There will also be a need to help shape commercial development, including joint ventures, and general business strategy.

#### CANDIDATE PROFILE

- A qualified Chartered Accountant with a minimum of c 5 years post qualification experience in manufacturing industry.
- A background in healthcare/PMCG and experience within an operating unit would be ideal.
- He/she must have a "nose" for commercial prospects.
- Computer literacy, a strong analytical capability, good communication and interpersonal skills, flexibility and a "can do" attitude are further requirements

The attractive remuneration package will include bonus potential and the prospect of participation in the company's share option scheme. Please send full career details, including current remuneration level to Dr Philip Moorhouse at Euromedica, Cambridge.

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**The Key Job Responsibilities will be:-**

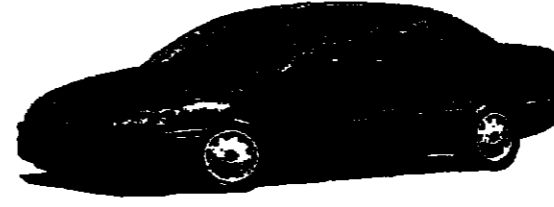
- Develop international data management strategy.
- Implement a consistent data environment to meet business requirements.
- Liaise with GMRO business units to ensure a consistent approach to data management.
- Liaise with application development and quality assurance functions on data infrastructure related issues.
- Ensure conformance to data standards.

**The Key Job Qualifications are:-**

- A minimum of 5 years Data Management experience, preferably in a multi national organisation.
- Experience in Manufacturing Industry (Automotive preferred).
- Detailed knowledge of data analysis, database design techniques and database technologies.
- The successful candidate should also have strong communication skills and management experience.
- Good team player with experience in a multi-cultural organisation.
- Ability to work at all levels within the organisation.

Reply in strict confidence quoting reference MDI with CV and relevant experience by 30th June 1996 to:-

John Culley, Manager Finance Administration, Vauxhall Motors Limited, Griffin House, Osbourne Road, Luton, LU1 3YT, United Kingdom.

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**The Key Job Responsibilities will be:-**

- To provide technical and managerial leadership in the evaluation and implementation of emerging technology in the support of GM's business and technology architecture.
- To interface with industry, standards groups, universities and research organisations in the areas of technology and computing and communications architecture.
- Establish a set of technology metrics to monitor organisational progress.

- Liaise with application development and quality assurance functions on emerging technology related issues
- To manage pilot technology evaluation projects

**The Key Job Qualifications are:-**

- Graduate with extensive experience of Information Technology as it impacts a global company.
- Experience in setting and contributing to the IT direction of a diverse international organisation.
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- Ability to work at all levels within the organisation.

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As part of an aggressive Systems strategy to enable the business to continue its rapid growth, legacy applications based on VAX Fortran are being replaced with client/server in-house developments and packages. Technologies in use primarily are VB/C++/Open Interface on Windows/NT, with Sybase System 10 databases running on Vax Alphas operating Open VMS. To ensure the delivery of the new projects, a number of high calibre individuals are required. The positions offer exceptional salaries, subsidised mortgage, car allowance for senior roles, bonus and non-contributory pension, in addition to other benefits. Alternatively, a number of the positions are available to contract staff, paying highly competitive rates.

**Project Manager & Business Analysts Accounting System**

A package is being selected to handle core investment management, portfolio accounting and operations functions. As the selection process draws to a close, there is now a requirement for a project manager and a number of business analysts to undertake the implementation phase.

For the manager position, candidates should have a minimum of 10 years experience, with at least 5 working in an investment management/securities environment. Experience of similar implementations, preferably in a leadership role, is also required.

Business analysts should have circa 3 years experience of investment management/securities operations. They will undertake the next stages of more detailed business analysis, work with package suppliers, define additional functionality and implement the final system. Ref: DW014 or DW014 (Contract)

**Manager Applications Migration & Support**

With the increasing number of client/server applications being developed, a team is being formed to manage release into production and on-going support. Proven team building and team leading skills (not necessarily gained in a financial environment) are required for this role, as is experience of the systems development life-cycle in a client/server environment. Technical knowledge should come from VAX, OpenVMS/DCL, RDBMS, C, VB or similar. Ref: DW02d

**Senior Analyst/Programmers & Analyst/Programmers FI/Equity/Currency/ Derivatives Systems**

There are a number of new vacancies in each of the above groups, requiring differing levels of experience. All candidates should have a full life cycle systems background, with good interpersonal skills. Technical skills should come from RDBMS (Ideally Sybase), Fortran, C, C++, SQL or VB. A keenness to work closely with the business whilst demonstrating exceptional technical ability is a prerequisite. Ref: DW03d

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This project is to build a state-of-the-art trading system to handle the management and execution of orders within the in-house trading room. Candidates should have a background in trading systems across a range of asset classes with solid functional and data skills. Experience of CASE tools would be an advantage. Technical skills should come from RDBMS (Ideally Sybase), Windows NT, C/C++, VB and event driven programming. Ref: DW04d or DW04d (Contract)

To receive further details in writing, please either fax your CV to Derek Wrey on 0171-494 3634 or post it to him at The Wrey Partnership, 150 Regent Street, London W1R 3FA. All agency enquiries should be directed to The Wrey Partnership.

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City To £55,000 + Bonus + BBs

One of the top research groups within the City has an opening for a highly numerate developer to work on the development of Analytics and Risk Management Systems. Besides excellent skills in C or C++ on Windows (NT) you will need to demonstrate exceptional problem solving ability coupled with both creativity and enthusiasm.

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One of the City's most technically innovative investment banks, has outstanding opportunities for systems developers. You will be working with the business in a global development environment based on UNIX and NT, optimising your knowledge of C/C++ and UNIX/NT (to systems admin level). A first class degree is prerequisite, and Comms experience would be useful.

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The Fixed Income group of this leading proprietary trading house currently require a solid OO specialist with a thorough understanding of BONDS and IR DERIVATIVES trading. You will have a track record of developing similar trading systems using VC++ under NT, OLE/OCX or CORBA, and CLASS LIBRARIES.

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The Risk Arbitrage group of this leading Securities House requires an exceptional candidate with a solid understanding of financial analytic models and their integration with all instruments. You will combine sound C++ and OO/AD expertise, with experience of BOND YIELD, OAS and YIELD CURVE models, SWAPS/OPTIONS PRICING and IR DERIVATIVES.

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CURRENCIES AND MONEY

MARKETS REPORT

Dollar wobbles in wake of bond market weakness

By Philip Gavitt

The dollar yesterday made a tentative recovery in the wake of a sharp overnight sell-off in Asia following the fall in US bond prices.

The dollar continued to slip lower in Europe, and was helped by the Bundesbank's decision to fix the repo rate at 3.5 per cent for a further two weeks. It reached intra-day lows of DM1.5261 and Y107.65 before recovering during New York trading. It closed in London at DM1.5283 and Y107.6, from DM1.5453 and Y108.745.

The D-Mark's strength against the dollar carried over into Europe, with high-yielding currencies like the lira and the peseta particularly drifting.

The lira finished at L1.011 against the D-Mark, at L1.008. The peseta closed at Pta84.27, from Pta83.

Sterling for once managed to shake off the dollar, rallying against both the D-Mark and dollar. It closed at DM2.3515

and \$1.5845, from DM2.3477 and \$1.5193. The trade-weighted index finished at 85.7, the highest level since March last year.

The issue concerning the dollar's correction would have been the bearish mood which gripped European traders was arrested in New York by rumours that the Bank of Japan was checking rates - a common prelude to intervention.

Mr Tim Fox, currency strategist at Standard Chartered in London, said markets were also conscious that the dollar had retreated back to levels from which Mr Eisuke Sakakibara, the influential Ministry of Finance official, had previously suggested it should rally.

Further sharp moves in the dollar appear unlikely ahead of the rat of important US data releases next week.

The retreat by European high-yielders and the rally in sterling may be related phenomena. While much of sterling's strength can be attributed to the firmer dollar, Mr Chris Turner, currency strategist at BZW in London believes there is an element of independent strength as investors switch from the lira and peseta to sterling.

"Sterling has some way to catch up before it encounters the same problems of seeing a slow-down in the economy because of strength in the currency."

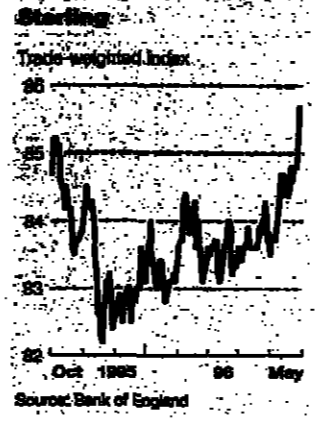
In both Italy and Spain there are increasing signs of political unease at the economic cost

of the high interest rate. Mr Mark Geddes, currency analyst at CAGS, the financial markets consultancy in London, said: "For Italy, this appears to be leading to some reassessment on the timing and central rates for an ERM return, possibly not now until the third quarter, and a central rate close to L1,025 rather than L1,000."

Mr Geddes said that with the lira and peseta now close to two year highs against the D-Mark, the competitive advantage that their exports enjoyed last year no longer existed. There has been much talk recently of both countries trying to manipulate their exchange rates.

Mr Geddes said Spanish reserves rose \$4.4bn in April and Italian reserves by the equivalent of \$4.7bn, suggesting "a clear signal from the authorities to at least stem currency gains."

There was also a fair degree of market speculation that the



Source: Bank of England

Swiss National Bank might raise interest rates, because official rates are priced off market rates, which have recently been rising at the short end. Mr Turner said the firmer money market rates was the result of investors borrowing cheaply in francs to fund their investments in higher yielding assets elsewhere.

He said many observers who are predicting a sharp fall in the franc, Mr Turner said that another spike up was possible so long as German rates trend lower and the SNB believes growth will pick up in the second half. He said the SNB had "not yet reached the stage the Bank of Japan reached a year ago in terms of relating the economy."

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Table with columns: May 30, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month Rate, Three months Rate, One year Rate, Bank of England Index. Rows include Europe, Americas, Asia/Pacific, and various regional currencies like the Australian Dollar, Canadian Dollar, etc.

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Table listing offshore insurance products and their details.

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LONDON STOCK EXCHANGE

MARKET REPORT

Footsie dragged lower by US inflation worries

By Peter John

The market began to show its true colours yesterday as the bid premium from the water sector drained away. With a depressing lead from the US and no impetus from domestic corporate events or economic statistics, UK equities did not have a chance.

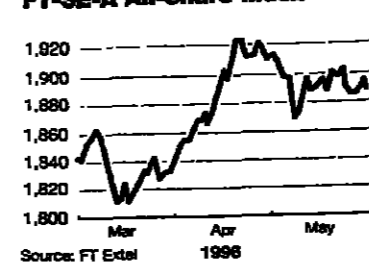
The danger signs for US inflation. Subsequently, the Dow Jones Industrial Average fell almost 36 points. The differential between the Dow and the Footsie is so great that under normal circumstances that kind of correction should be irrelevant to London.

By yesterday, it was almost as though the bid had never happened. Some potential targets within the water sector were trading higher but the broad market chose to focus elsewhere.

for the market to appreciate that the UK's bid bonanza is history. The FT-SE Mid 250 index, which contains the majority of the bid-able utilities, was not immune from the mark-down. It closed 14.8 lower at 4,500. Overall market turnover of 676.5m shares at 6pm was down on Wednesday's figure, when genuine customer business was worth £2bn.

It was difficult to find any crannies of optimism. There were only 23 rises in the Footsie. But Tomkins managed to delight with its dividend forecast and at least one broker has decided that British Gas should be taken away from the market's punishment corner.

FT-SE-A All-Share index



Indices and ratios table with columns for index name, value, and change. Includes FT-SE 100, FT-SE Mid 250, FT-SE-A 350, FT-SE-A All-Share, and FT-SE-A All-Share yield.

Equity shares traded

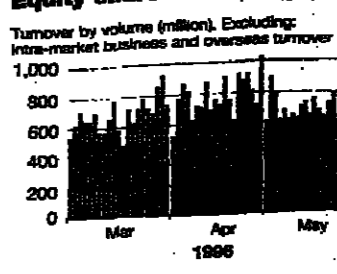


Table of equity shares traded by sector. Columns include sector name, value, and change. Sectors include Ordinary Index, Non-Financial, FT-SE 100, and 10 Year Gilt Yield.

Table of best and worst performing sectors. Columns include sector name and percentage change. Best performing sectors include Gas Distribution, Oil Exploration, and Textiles & Apparel.

Broker boost for Gas

British Gas bucked the poor market trend and moved strongly ahead in heavy trading, as SBC Warburg turned positive on the stock.

Shares in Royal Insurance Holdings eased 5 to 427p, while those in Sun Alliance gave up 7 to 404p. Analysts at SGST were cautious on the groups' merger plans in the short term.

United Utilities fell 15 to 580p, as the group reported full year figures yesterday. Analysts indicated profits were in line with expectations.

House of Fraser tumbled 7 to 178p after an annual meeting statement, which analysts said was disappointing in the main, with caution on gross margins.

Building materials leader Redland tumbled 8 to 389p, following annual meeting confirmation that the group has been struggling against bad weather during the opening part of this year.

FUTURES AND OPTIONS

Table of FT-SE 100 Index Futures (LIFFE) and FT-SE Mid 250 Index Futures (LIFFE). Columns include month, open, set price, change, high, low, and volume.

Table of FT-SE 100 Index Options (LIFFE) and Euro Style FT-SE 100 Index Options (LIFFE). Columns include month, strike, open, set price, change, high, low, and volume.

Steel slides

The recent strength of sterling against its European counterparts looked to have caught up with British Steel, pushing the stock to the bottom of the Footsie rankings.

European steel prices are linked to the German currency and worries about shrinking export prices and volume sparked a clear run on sentiment yesterday. The shares came off 4 1/2 to 173 1/2p and the downward pressure affected a whole raft of cyclical engineers.

Table of Financial Times Equity Indices. Columns include index name, value, and change. Includes Ordinary Share, Div. Yield, P/E Ratio, and Share Index.

Table of London Market Data. Columns include category, value, and change. Includes Total Rise, Total Falls, and Shares Traded.

Table of London Recent Issues: Equities. Columns include company name, price, and change. Includes British Gas, British Steel, and British Telecom.

FT GOLD MINES INDEX

Table of FT Gold Mines Index. Columns include company name, price, and change. Includes AngloGold, Barrick, and Placer Dome.

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Advertisement for YOKOHAMA ASIA LIMITED (Incorporated in Hong Kong) GUARANTEED FLOATING RATE NOTES DUE 1997.

Table of FT-SE Actuarial Share Indices. Columns include index name, value, and change. Includes FT-SE 100, FT-SE Mid 250, and FT-SE All-Share.

Table of FT-SE Actuarial All-Share. Columns include company name, price, and change. Includes 10 Mineral Extraction, 12 Extractive Industries, and 15 Oil.

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Advertisement for KLEINWORT BENSON GROUP plc (formerly Kleinwort Benson Lonsdale plc) US\$100 million Primary Capital.

Table of FT-SE Actuarial Hourly movements. Columns include index name, value, and change. Includes FT-SE 100, FT-SE Mid 250, and FT-SE All-Share.

Table of FT-SE Actuarial 350 Industry baskets. Columns include basket name, value, and change. Includes Edg & Chisum, Pharmaceuticals, and Banks.

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Table of FT-SE Actuarial Hourly movements (continued). Columns include index name, value, and change. Includes FT-SE 100, FT-SE Mid 250, and FT-SE All-Share.

WORLD STOCK MARKETS

EUROPE

AUSTRIA (May 30 / Sch)

Table of Austrian stock market data including company names, prices, and volume.

BELGIUM/LUXEMBOURG (May 30 / Frs)

Table of Belgian/Luxembourg stock market data including company names, prices, and volume.

CZECH REP (May 30 / Koruna)

Table of Czech Republic stock market data including company names, prices, and volume.

GERMANY (May 30 / Dm)

Table of German stock market data including company names, prices, and volume.

FINLAND (May 30 / Mk)

Table of Finnish stock market data including company names, prices, and volume.

FRANCE (May 30 / Frs)

Table of French stock market data including company names, prices, and volume.

INDICES

Table of various stock indices including DAX, CAC 40, Nikkei, and others with their respective values and changes.

INDEX FUTURES

Table of stock index futures contracts including CAC 40, DAX, and Nikkei.

ITALY (May 30 / Lit)

Table of Italian stock market data including company names, prices, and volume.

NETHERLANDS (May 30 / Fl)

Table of Dutch stock market data including company names, prices, and volume.

POLAND (May 30 / Zloty)

Table of Polish stock market data including company names, prices, and volume.

PORTUGAL (May 30 / Escudo)

Table of Portuguese stock market data including company names, prices, and volume.

SPAIN (May 30 / Ptas)

Table of Spanish stock market data including company names, prices, and volume.

SWITZERLAND (May 30 / Frs)

Table of Swiss stock market data including company names, prices, and volume.

TURKEY (May 30 / TL)

Table of Turkish stock market data including company names, prices, and volume.

US INDICES

Table of US stock indices including Dow Jones, S&P 500, and Nikkei.

NEW YORK ACTIVE STOCKS

Table of active stock trading in New York including volume and price changes.

TOKYO - MOST ACTIVE STOCKS

Table of most active stock trading in Tokyo including company names and volume.

JAPAN (May 30 / Yen)

Table of Japanese stock market data including company names, prices, and volume.

NEW ZEALAND (May 30 / NZ\$)

Table of New Zealand stock market data including company names, prices, and volume.

SINGAPORE (May 30 / S\$)

Table of Singapore stock market data including company names, prices, and volume.

THAILAND (May 30 / Baht)

Table of Thai stock market data including company names, prices, and volume.

TAIWAN (May 30 / TW\$)

Table of Taiwanese stock market data including company names, prices, and volume.

AFRICA

Table of African stock market data including company names, prices, and volume.

INDONESIA

Table of Indonesian stock market data including company names, prices, and volume.

PHILIPPINES

Table of Philippine stock market data including company names, prices, and volume.

VIETNAM

Table of Vietnamese stock market data including company names, prices, and volume.

AFRICA

Table of African stock market data including company names, prices, and volume.

Advertisement for Rockwell avionics featuring the text 'Every major world airline flies with Rockwell avionics' and the Rockwell logo.

Vertical advertisement on the left side of the page for 'ound sses', 'Daishowa', 'lifts Sail', 'letway offer', and 'nurske Bar'.

Main table of world stock market data, organized by region (EUROPE, JAPAN, PACIFIC, US INDICES, AFRICA, SOUTH AFRICA, NORTH AMERICA, AUSTRALIA). Each region's data includes a list of companies with their respective stock prices and volume.

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock name, price, change, and volume. Includes sub-sections for 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

Advertisement for Hewlett-Packard with text: 'Time waits for no one. If the business decisions are yours, the computer system should be ours. http://www.hp.com/go/computing'

Handwritten note: 'index to 1520'

Continued on next page



NYSE PRICES

NASDAQ NATIONAL MARKET

Table of NYSE stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'V', 'W', 'X', 'Y', 'Z', and 'A'.

Table of NASDAQ National Market stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z', and 'A'.

AMEX PRICES

Table of AMEX stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z', and 'A'.

Table of AMEX stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z', and 'A'.

Vertical text on the left margin, including 'vestor hold' and 'otinue'.

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Table of AMEX stock prices continuing from the previous section.

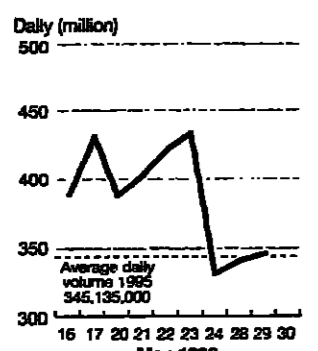
AMERICA

Dow sails in choppy waters on rate fears

Wall Street

US equities were mixed in mid-session trading as fears of higher interest rates led to volatile trading in the leading indices, while the Nasdaq composite posted gains, writes Lisa Branstetter in New York.

NYSE volume



bond market where investors worried about the possibility of inflationary pressures appearing. The yield on the benchmark 30-year Treasury, which had held below 7 per cent for almost two weeks, rose to 6.957 per cent in early trading.

Mexico off 1.3% in early trade

An early fall on Wall Street prompted a similar pattern in MEXICO CITY, where the IPC index was down 43.30 or 1.3 per cent at 3,236.16 by midday.

S Africa drifts lower

Equities generally drifted lower with most investors failing to be excited by the release of favourable first quarter GDP data. The industrial index lost 21 to 7,884, the gold index slipped 7 to 2,023, and the overall index eased 13 to 6,752.

EUROPE

Bourses slide further, but close off their worst

Bourses closed off their worst. PARIS recovered from a session low on expectations that today's first quarter GDP figures would confirm that the economy was growing and the CAC-40 index lost 8.66 to 2,108.44 in turnover of FF6.6bn.

London, the ISE/Nikkei 50 index edged up 0.86 to 1,460.76. The year's rise against the dollar prompted selling of high-technology shares already weak on pessimism surrounding lower demand prospects for semiconductors.

ASIA PACIFIC

Volume recedes again as Nikkei average loses ground

Tokyo

Investors were discouraged, rather than panicked by the overnight decline in US stocks and bonds, and volume fell as the Nikkei average lost ground, writes Emilio Terazono in Tokyo.

Volume was 411m shares against 483m. Market participants cited the release of the Bank of Japan's tankan, or the quarterly survey of business confidence, on June 7 and the June 14 futures and options settlement as factors preventing them from accumulating positions.

The Topix index of all first section stocks lost 7.45 to 1,673.41 while the Nikkei 300 fell 1.20 to 309.20. Losers led gainers by 737 to 317 with 157 issues unchanged.

In London, the ISE/Nikkei 50 index edged up 0.86 to 1,460.76. The year's rise against the dollar prompted selling of high-technology shares already weak on pessimism surrounding lower demand prospects for semiconductors.

Buying by overseas investors supported telecoms issues. DDI, the long distance telecom company, rose 228,000 to 2,917,000 and Nippon Telegraph and Telephone 1,000 to 2,700,000.

Real estate developers and contractors, which had gained ground on Wednesday on hopes of a rise in revenues due to projects triggered by the sale of land owned by the former Japan National Railways,

FTSE Actuaries World Indices

Table with columns for FTSE Actuaries World Indices (US, Europe, Asia Pacific, Latin America, Africa) and THE EUROPEAN SERIES (DAX, CAC, Nikkei, etc.) showing daily changes and closing values.

sixteen months on the upgrade, fell another DM32.50 to DM2,536; Ms Barbara Altman, at B Metzler in Frankfurt, said that there was a rumour that the insurer was going to make a DM4bn rights issue.

In steels, Preussag duly produced a drop in first half profits to 333.49 million DM, or DM294.45, although it said the second half would be steady. Metallgesellschaft dropped 70 pig to DM28.30 on lower first half profits, and news that a former subsidiary was filing a DM100m suit against the group.

AMSTERDAM was excited by ING, but the general tone was disappointing as the AEX index slipped 1.58 to 565.00. ING, however, rose FT 2.00 to FT 138.70. The financial services group surprised analysts with first quarter profits well in excess of expectations, although it warned that such strong growth was unlikely to

be maintained for the rest of the year. ABN Amro followed in the wake of ING, up FT 1.40 to FT 91.80. Dollar sensitive stocks did less well, as the US currency weakened, with Royal Dutch, for example, off FT 2.00 to FT 257.50.

ZURICH contemplated another fall in its bond market and equities reacted accordingly. The SMI index falling 20.5 to 3,537.7. In rate-sensitive insurers, the focus moved to Winterthur registered, down SF10 to SF73.4, and Swiss Re, off SF13 to SF120.3.

MADRID saw late institutional buying in Repsol which allowed the oil major to overturn earlier losses, and close Pta25 higher at Pta4,445 although the general index fell another 2.43 to 361.71.

Brokers, however, noted that Repsol, which faces the politically inspired replacement of its chairman next week, had been on a downtrend since

March, falling by about 9 per cent against a rising trend in the market as a whole. LISBON continued to push Portugal Telecom ahead of the second stage of its privatisation on June 11. The BVL index added 18.30 to 1,895.68 as PT rose Esc32 to Esc3,851, off an all-time high of Esc3,875.

Dealers said that foreign institutions were taking positions in PT in the pre-registration period. Estimates suggest that requests for shares in the utility had exceeded supply by a factor of six to one.

MILAN saw ENI come off an early high on profit-taking following its recent gains. The MIBtel index lost 86 to 10,647, and the Comit 0.67 to 688.14, but ENI remained in positive territory at the end of the day, up L108 at L7,500 after a session high of L7,690.

STOCKHOLM lost nearly a percentage point, the Affarsvarlden General index coming down 19.0 to 1,957.8. Investor went ex Astra Scaania division and Astra A fell back further. SKI to SKI304, in a reaction to earlier losses, and close Pta25 higher at Pta4,445 although the general index fell another 2.43 to 361.71.

COPENHAGEN dumped ISS after the cleaning group said that it had found accounting irregularities in its US unit which could cost it \$100m. The

after an earlier rise to Won70,400. BANGKOK enjoyed institutional buying of blue chips like Siam Cement and Bangkok Bank as the SET index rose 9.71 to 1,311.91, in turnover of Bt5.5bn.

Sentiment, however, was muted after the Bank of Thailand released trade figures which showed that the country's current account deficit had widened to Bt35.5bn in April, compared with a revised March figure of Bt25.4bn.

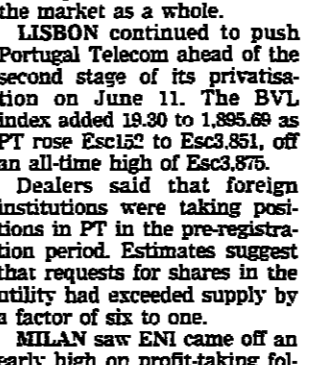
TAIPEI moved up as rises in certain raw materials helped to boost the textile sector. The weighted index rose 16.49 to 8,822.92, but turnover fell to a two month low.

WELLINGTON witnessed light trading as the NZSE-40 capital index added 5.92 to 2,048.01. Lion Nathan remained in favour, gaining 4 cents to NZ\$3.55, while Radio Pacific saw speculation that it could be a takeover target. The shares reached a session high of NZ\$3.61 before retreating on profit-taking to close down 3 cents at NZ\$3.49.

KARACHI was driven higher by speculative buying of a number of blue chips. The KSE-100 index rose 35.36 or 1.3 per cent to 1,736.97.

JAKARTA fielded falls in heavyweight stocks. Telkom losing Rp50 to Rp3,375 and Sampoerna Rp350 to Rp2,850 as the composite index fell 5.24 to 617.34.

Portugal Telecom



shares dropped DKr32, or nearly 20 per cent to DKr131 after an early low of DKr110, and the KFX index fell 1.00 to 114.34 in turnover of DKr379m.

TEL AVIV tumbled nearly 5 per cent as uncertainty rocked the market following the likely victory of the right-wing party led by Mr Benjamin Netanyahu in the country's general election.

The Mishtan index of the top 100 shares lost 10.24, or 4.84 per cent, to 201.39 in turnover of Sch193m against against Tuesday's Sch108m.

The day's most active issue was Bezeq Israel Telecom, which plunged 7 per cent to Sch817 in turnover of Shk18.7m; Koor Industries lost

more than 5 per cent, to A\$7.25 after foreign institutions sold out on news that Mayne had

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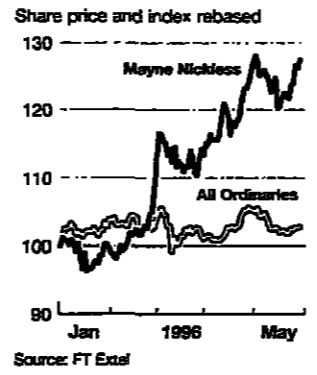
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Mayne Nickless



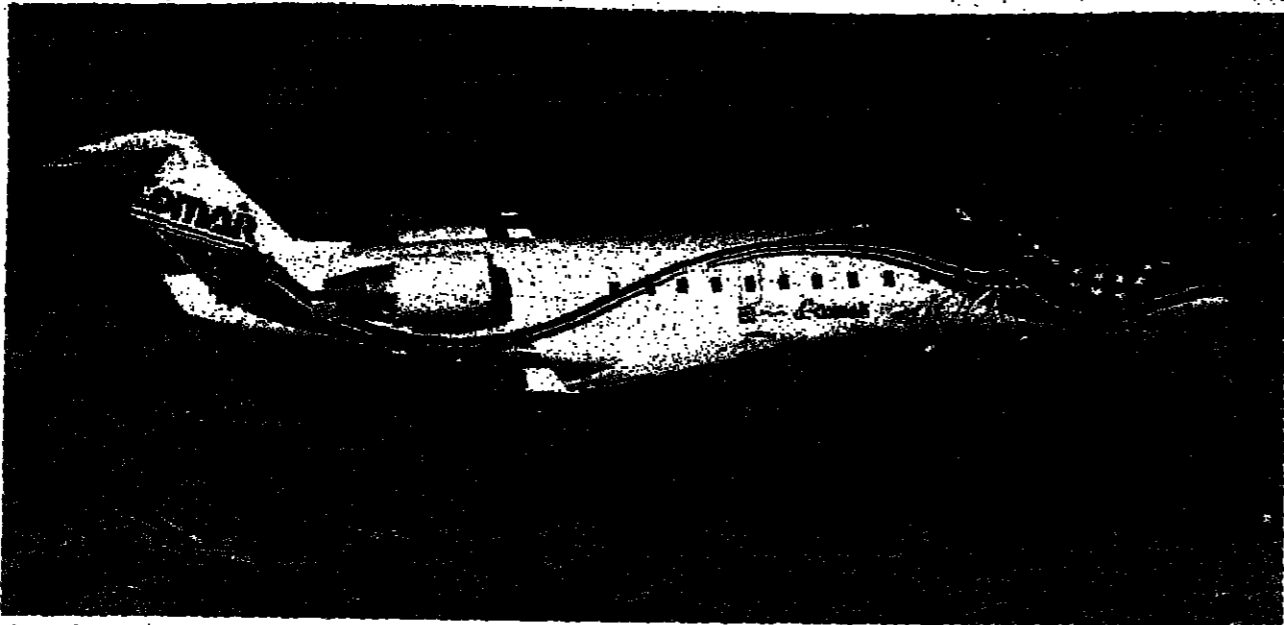
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FT Conference WORLD AEROSPACE AND AIR TRANSPORT 29 & 30 August 1996, London. Includes speaker list (Mr Peter Sutch, Mr Robert Ayling, etc.), industry issues to be discussed, and a registration form for attendees.

FT/S&P ACTUARIES WORLD INDICES

Large table showing FT/S&P Actuaries World Indices for various regions (Australia, Europe, Asia Pacific, etc.) with columns for US Dollar, Pound Sterling, Yen, DM, Local Currency, and DOLLAR INDEX.

# NORTH AMERICAN AEROSPACE



The 100th Bombardier regional jet delivered to Canadaair



United Airlines' Boeing 747-400

## Signs of recovery light up the sky

**Aircraft manufacturers are doing well while airline profits have risen sharply. But Europe's Airbus remains a strong contender, writes Michael Skapinker**

Last year, Boeing of the US, the world's biggest aircraft manufacturer, cut its staff numbers by 10,000 to 108,000. This year, it is taking on 8,000 new employees.

In 1994, Boeing suffered the indignity of selling fewer aircraft than Airbus Industrie, its European rival. It was the first time that Boeing had fallen to second place since the advent of the jet age.

Last year, Boeing won back the top slot, taking 346 orders to only 196 orders for Airbus. Europe's humiliation was compounded when McDonnell Douglas of the US outstripped

Airbus by taking 110 orders.

Mr Ron Woodard, president of Boeing's commercial aircraft group, said at the beginning of 1996: "I expect this year to be good. Our goal is to increase order volume in 1996 over 1995." He said Boeing wanted to increase its worldwide market share to 67 per cent from 60 per cent. In March, Boeing said it would increase production rates in 1997 of its 737, 757 and 747 models.

Not only are US aircraft manufacturers having a good run; airlines are doing better than they have for a long time. Airline profits rose sharply in the first quarter of this year, exceeding analysts' expectations.

Add to this the fact that whenever a regional aircraft manufacturer runs into difficulties - as Fokker of the Netherlands did earlier this year - the first company mentioned as a possible saviour is Bombardier of Canada, a highly-respected maker of small aircraft, which decided, in the end, not to acquire the Dutch group.

There are, nevertheless some shadows over the North American aircraft and aviation industry. While aircraft orders and deliveries are rising, they are still well below the levels of the late 1980s and early 1990s. Boeing's 346 orders last year compare with the 603 it won in 1993 and the 603 it collected in 1990.

Boeing's staff numbers are likely to rise to about 120,000 this year. But this is far lower than the 160,000 the group employed in the late 1980s before the recession and the Gulf War severely damaged the industry.

And while McDonnell Douglas moved into second place in the order table last year, many in the industry still doubt that it has a future as a manufacturer of civil aircraft.

Political tensions between the US and China have led to several setbacks in the efforts of US manufacturers to consolidate their position in the world's fastest-growing aviation market. In April, Mr Li Peng, China's prime minister, signed orders for \$1.5bn worth

of Airbus aircraft, rejecting bids by US manufacturers. The Chinese order of 30 Airbus A320s and three A340s virtually doubled the European consortium's share of the Chinese market.

Mr Li Peng compounded the damage when he indicated that China was likely to choose a European consortium as a partner for its new 100-seat jet project rather than Boeing. The European consortium, made up of Aerospatiale of France, British Aerospace and Alenia of Italy, looks set to provide the Chinese and other Asian partners with the technology to build a new regional jet for local markets.

The Chinese order for Airbus aircraft was in contrast to another sale last year, when strong lobbying by the White House ensured that US companies won a large contract from Saudi, the Saudi Arabian airline. The Saudis spent \$7.5bn buying 61 aircraft from Boeing and McDonnell Douglas.

Mr Michael Sears, the newly-appointed president of Douglas Aircraft, McDonnell Douglas' commercial aircraft unit, says that state of inter-governmental relations between the US and other countries has an inevitable effect on companies' ability to sell their goods.

"When international politics

comes down negatively against the US, even though we have the best product, we're not going to get the sale. If we don't have acceptable relations with those countries, it's going to be a problem for us and for Boeing," he says.

Airbus, which has over the past few years managed to win a third of world aircraft sales, is likely to pose an even stronger threat to Boeing and McDonnell Douglas in future years. It is likely to announce in the summer that it is to move towards being a fully-fledged company, abandoning its current status as a *Groupeement d'Interet Economique*.

As a GIE, Airbus makes no profits or losses in its own right. These all accumulate to the four companies which own it - Aerospatiale, Daimler-Benz Aerospace of Germany, British Aerospace and Casa of Spain. The four companies are also, under the existing system, entitled to receive contracts to manufacture aircraft components in proportion to the size of their stakes in Airbus.

As a company, Airbus would be able to award manufacturing costs to the most competitive company in a particular field, lowering its costs. This would enable it to offer lower prices when attempting to persuade airlines to buy its products rather than

those of the US manufacturers.

Airbus also wants to become more competitive in another area in which the US dominates: the manufacture of large aircraft. Boeing is the only company in the world which makes aircraft large enough to carry 400 passengers; Airbus has no aircraft capable of competing with the Boeing 747-400.

This has allowed Boeing to offer discounts on smaller aircraft, where it competes directly with Airbus, and charge full prices for Boeing 747s, where airlines have no choice. Boeing is also planning to build a "stretched" version of the 747 which will carry more than 500 passengers.

Airbus has decided to develop its own large aircraft to compete with Boeing. The provisionally-named A3XX will carry 550 people. Developing the large Airbus will, however, cost more than \$8bn, probably four times as much as Boeing will have to spend on expanding the 747-400. Some analysts doubt that the A3XX will ever be built.

It will certainly be difficult for Airbus to dislodge Boeing from its dominant position in large aircraft and there are many other areas in which US aerospace manufacturers remain extremely strong.

While Boeing might have lost some important Chinese business to the Europeans, the US company still has a far

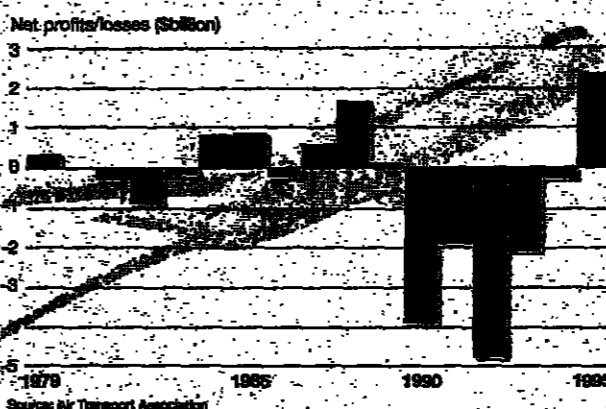
larger share of the market in China. Of the 400 commercial jets in service in China, about 300 are Boeings. As Mr Louis Galois, chairman of Aerospatiale, said of the Airbus success in capturing this year's Chinese order: "It's a positive first step, but we're not jeopardising Boeing's position, which is very strong."

And however sceptical the aircraft industry is about McDonnell Douglas's future in the civil business, the group has shown that it is not going to give up without a fight. Mr Sears, the new head of the group's civil aircraft division, is one of McDonnell Douglas' most respected managers.

Mr Sears previously headed McDonnell Douglas's F/A-18 Hornet strike fighter programme, one of the most successful in the company's history. McDonnell Douglas is the world's biggest producer of military aircraft. Mr Sears said Mr Harry Stonecipher, McDonnell Douglas's chief executive, had told him to apply his defence industry skills to the manufacture of civil aircraft.

McDonnell Douglas and Boeing discussed a possible merger last year. An alliance between the two would have created a US defence and civil aerospace giant. Those talks failed, but some in the industry are convinced they have not heard the last of the idea.

US scheduled airlines



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COMMENT & ANALYSIS



Philip Stephens

The waiting game

John Major will try to delay the general election as long as possible in the hope that something will turn up

Ask the big hitters in John Major's cabinet about the timing of the general election and they will tell you to relax. Forget all that headline hype about a beef election. The present parliament will run until April or May of next year. Therein, they confide, lies their last hope. But then press them as to whether this administration really can cling to power for that long. Remind them of the brutal self-destruction of James Callaghan's Labour administration in its last winter of 1978. Brows furrow, fingers are crossed. Who knows? Choosing the date of the election has long been seen as one of the most important prerogatives of prime ministerial office, as precious as a 10-metre headstart in a 100-metre sprint. Nothing so rational as fixed-term parliaments for the idiosyncratic Brits. This time, though, it is different. In theory, Mr Major has 40-odd Thursdays to choose from between now and next spring. But he also has a parliamentary majority of just one. The spectres of death and defection hover at his shoulder. If he dithers or delays, the choice might be wrenched from his grasp. While he agonises, we must speculate. We can cross off a few of those Thursdays. The folly of the so-called beef war has already begun to dawn on the generals in Whitehall. Michael Heseltine was wrong and then right. The first to advocate retaliation against the Europeans' refusal to eat British beef, the deputy prime minister was also the first to realise the strategy would not work. But by then it was too late. The guns were primed. Now Mr Major has been left behind by his army. Nothing that the rest of Europe can offer by way of lifting the ban on beef exports will satisfy the Tory infantry. He must choose between the humiliation of an early retreat or a prolonged, bitter stalemate. We have been here before. The last time a prime minister tried to fight an election on

the issue of who governs Britain was in 1974 when Edward Heath asked the voters to decide between his administration and striking miners. This was a real war. Lights were turned out, factories closed and the voters obliged to brush their teeth in the dark. At the end of it, Mr Heath was turned out of office. So, yes, we can be assured that Mr Major will not raise the Union flag and rush to certain defeat in a July poll. On the face of it, the case for next spring is as compelling as that against this summer. It begins and ends with the economy. A sluggish start to the year means that Kenneth Clarke will not meet his Budget forecast of a 3 per cent rise in output during 1996. But for all the uncertainty about the stock overhang which has dogged manufacturing industry, few doubt the recovery is regaining pace. Next month, the Whitehall statisticians will revise upwards by a quarter of a percentage point their initial estimate of growth last year. A few weeks later, the Treasury will forecast with justified confidence that the economy should indeed expand at an annual rate of 3 per cent in the second half of this year and through 1997. The Bank of England, of course, will attempt to spoil the fun by pressing for higher interest rates. But the voters

will have money in their pockets. Real, or inflation-adjusted, take-home pay is rising by about 3 per cent a year. The housing market, or most of it, is gently rebounding. Consumer confidence, at its highest since 1992, will receive a further boost from a series of one-off payouts by building societies and electricity companies. For those at Westminster, Mr Heseltine among them, who consider that governments win and lose elections on the basis of what has happened to real disposable income in the previous 12 months, the longer Mr Major waits the better. Mr Clarke also wants to play it long. He has told us not to expect an extravagant giveaway in his November Budget. The chancellor does not think that the country would take kindly to being bribed with borrowed money. But there will be some tax cuts. And budgets allow governments to define the choices for the future. In Mr Clarke's view, the voters are as concerned about what they can expect in the next parliament as they are with what has happened in the last. A budget would oblige Tony Blair's Labour party to decide between lower taxes and higher spending. Not easy in his stumbling performance over the beef crisis, Mr Blair has shown us how quickly his party's self-confidence can buckle under pressure. There is, though, a much simpler reason for hanging on. For all its superficial attraction, the parallel with the last Labour administration is false. When Mr Callaghan decided against an autumn election in 1978, there was nothing between the two main parties in the opinion polls. He thought that in staying on he might just establish a lead. Mr Major is 20 points behind. As one of his advisers remarked with disarming honesty this week, it is not easy for a prime minister to go early to the country if he knows he will lose. Much bet-

ter to delay in the hope something will turn up. We are left with two arguments for an autumn poll. The first says that by seizing the initiative, the prime minister would reduce the risk of losing his majority at Westminster and of facing an election at a time of Mr Blair's choosing. It is said that Baroness Thatcher is persuaded of this case. But since she has recently been heard describing the Mexico-domiciled financier Sir James Goldsmith as the best leader the Conservatives never had, her views must be treated with, let us say, a certain scepticism if not suspicion. As it happens, governments have lost confidence votes only three times this century, twice in 1924 and once, under Mr Callaghan, in 1979. The second rationale is yet more dangerous for the Conservatives. It supposes that the beef war is still raging in the autumn and that, by then, Mr Major has dug himself in so deeply that retreat is impossible. The Europhobes are on the rampage, demanding that the prime minister rule out once and for all British participation in a single European currency. Mr Clarke's position in the cabinet looks increasingly tenuous. Threats of defections from the pro-Europeans are set to become a reality. Ulster's unionists prepare to abandon the sinking ship. An election is the only escape route. So there we have the scenarios which will be tested in 10 Downing Street during coming weeks and months. And what will Mr Major decide? That's the easy bit. He will decide to wait. If it must be the autumn, November is the most likely date. The Budget could be brought forward. More important, the prime minister will want to defer a final decision until mid-October. If by then he still has a majority, Mr Major will seek to soldier on. If not, he will fight and lose. Either way, events will shape this government's future. Plus ça change.

For all its superficial attraction, the parallel with the decision on poll timing which faced the Callaghan government is false

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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Bad example shows UK to be shooting itself in the foot

From Sir William Nicol. Sir, Whether or not the UK's policy of non-cooperation in the European Union works, we will meantime be shooting at our feet. First, while professing to uphold the law, we are breaching Article 5, second para, of the EEC Treaty. It enjoins upon the member states "to abstain from any measure which could jeopardise the attainment of the objectives of this treaty". Since we acknowledge openly that such is our aim, we do not go to court over the beef ban in clean shoes. Second, we are already quixotically voting against measures of which we approve - or even demand, such as anti-fraud action. The list includes some proposals on which we negotiated before we withdrew co-operation. Resiling from a negotiated compromise is just about the worst known form of member state behaviour. We would wax indignant (and some of us would say "typical") if others had the perversity to perpetrate it. Third, we are busily negotiating the common foreign and security policy which is an intergovernmental part of a treaty we like. This is a gift to the majority of member states which, in the intergovernmental conference, are advocating majority voting to improve foreign policy decision-making in real time. Our counter-argument has been that the unanimity requirement has not stopped the Union from taking its foreign policy decisions. We are now set to prove the contrary. Fourth, still in the field of the common foreign and security policy, we shall prevent the Union from adopting common positions or taking joint actions where we actually want them. We may then find ourselves actively advocating and supporting exactly the measures when they arise elsewhere, for example in Nato or in the UN. Equally, in default of the



Union action which we have stymied, we may adopt the measures unilaterally. Meanwhile, even the Union's banal foreign policy declarations are to be silenced. Fifth, again in the common foreign and security policy, we finally have denounced our agreement to Declaration No 27 of the Treaty on European Union. It states that, to the extent possible, member states will "avoid preventing a unanimous decision where a qualified majority exists in favour of that decision". A period of silence from those who allege that we were "dilly-dally" by the Commission earlier in respect of the declarations annexed to the Single European Act would be appreciated. Sixth, we eschew the empty chair in favour of "fighting our corner". But it takes more than one to have a fight. The 14 will see no useful purpose in fighting with us - that is, negotiating towards settling differences - since we have said in advance that we will oppose the outcome whatever it may be. (The logical course for our partners is to negotiate among themselves in accordance with the normal functioning of the Union and present their conclusion to me at a later date and dried when we get round to rejoining the discussion.) Seventh, the community is

about to open its annual budgetary procedure. It divides between spenders and savers. The spenders can take our 10 votes for free to compose blocking minorities that put pressure on the other savers to give more. I saw this happen time and again for 12 years. We are now institutionalising it. Eighth, we will be of no use or interest to the third countries which look to us to help them in Union discussions, for example on aid and new trade opportunities. This contrasts with our stance as the closest insider friends of the new democracies in eastern Europe. Having let them down for our own reasons, we will find it hard going to restore a worthwhile relationship with them. (We will also be giving them a textbook lesson in the power of the veto which they will hold over the Union when they join it.) Ninth, we will find that, like all deterrents, the threat to disrupt the Florence meeting of the European Council on June 21-22 by reiterating "revertens a nos bovis" does not work if it has to be used. We cannot stop the others from discussing what they want to discuss and adopting conclusions acceptable to 14 of them. We have been there before: we dissented from the conclusions of the meeting of the European Council in Rome on October 27-28 1990, without having the slightest effect on the agenda for economic and monetary union which it established. In times like these, Jean Monnet, architect of the European Community, is worth listening to: "There can be no Community except among nations which commit themselves to it with no limit in time and no looking back."

Benefits of indulgence

From Dr Manfred Korner. Sir, Reading your excellent editorial "A pinch of salt" (May 28), I was reminded of a recent scientific round table in Wiesbaden. There, Prof David Warburton, who is psychopharmacologist at Reading University and head of an international study group, ARISE (Associates for the Research into the Science of Enjoyment), lectured on the merits of moderate indulgence. His hypothesis was that coffee, tea, sweets or tobacco, taken in moderation, help to cope with stress at the workplace. Thus, the immune system is strengthened so it can keep away diseases more effectively. According to Warburton, the conventional prevention wisdom and its simplistic "do not" approach needs a revision. It should be stripped of its moralistic rigour because this creates unnecessary feelings of guilt and makes people really sick. To my mind it's worth thinking about this hypothesis and, meanwhile, joyfully indulge not only in a pinch of salt. Manfred Korner, GAZELLEKAMP 40, D-22529 Hamburg, Germany

Case for Emu

From Mr Christopher Harvey. Sir, Mr Roland Soward's letter (May 28) sums it all up nicely. My own statistics are BFR95 to the pound in November 1974 and about BFR47 today. If this is the result of the UK government's (of whatever hue) control over economic policy, then roll on Emu or the much-feared German economic policy with which the Eurosceptics frighten their children at bedtime as the modern-day equivalent of Bonaparte. I refuse to believe the results could be worse. Christopher Harvey, 58 Rue de la Neuville, B-1348 Louvain-La-Neuve, France

Collateral loans could aid debt relief problem in Africa

From Mr Seppo Sipila. Sir, I read with interest your supplement on African finance and banking (May 20). In this context, a proposal we put forward in Zambia a couple of years ago to those concerned with debt relief and investments hopefully deserves attention. A debt may be forgiven but it encourages economic mismanagement over and over again. Debt to equity or debt to environment have been popular alternatives. Yet one more could be debt for collateral. Simply, the concept involves a state guarantee for a loan to

a local enterprise. The government, perhaps the central bank, agrees to provide collateral to the foreign lender against repayment default by the client, say an industrial enterprise in Africa. If the client fails to repay, the government will repay instead. As obtaining any kind of collateral is often very difficult, the African client may have to pay a guarantee fee. If necessary, buying a share of a debt at discount from the bilateral lender could be part of the package. If every fifth borrower fails to repay, five times the value

of the original debt will be attracted before this "special collateral fund", composed of the original debt, gets exhausted. The collateral fund is a proposed alternative to repayment in full by the African government of a bilateral debt. Attractive, isn't it? If it is an alternative to direct debt relief by the lending country, many investments could thus be secured as repayment is secured. Alternatively - if the new lenders perhaps still don't trust African central banks -

the fund can be administered by the original lender such as a bilateral aid agency or by a principal industrial funding agency to eliminate the country risk. This may not provide immediate debt relief but the original lender country may get some profits eventually. Africa is not only for giving and forgiving. Seppo Sipila, project manager, Maastriicht School of Management, 55 Zhandosov St, Almaty, Kazakhstan

Europa • Anders Ashund

How some Russians got rich

Inequalities in wealth should not be blamed on Russia's economic reformers. In the past few years, some Russians have become truly wealthy. They are bankers, oil and gas executives, traders and a few top officials. Several appear to have made more than \$1bn. But how did they make their fortunes? The Russian in the street harbours no doubt, and many western observers concur: through the voucher privatisation instigated by Anatoly Chubais, former deputy prime minister and chief privatiser. They argue privatisation allowed the managers of state enterprises to steal enterprises they managed. However, like many widely-held beliefs, this is not true. Since Russia is now a relatively open market economy, the facts can be verified. The market capitalisation of the 200 largest Russian companies, including Gazprom and the oil companies, is about \$22bn - around 5 per cent of Russian gross domestic product (GDP). We know from surveys that enterprise managers originally obtained 8 per cent of the shares and have extended their ownership to about 20 per cent. The total market value of some 17,000 large and medium-sized

privatised enterprises is estimated at 7 per cent of GDP. Thus, the original gift to the managers of Chubais's privatisation was worth less than 1 per cent of GDP. And the rise in value of the average share has not been all that much. Many enterprises - and thus their shares - have no market value, as one would expect in a market economy requiring massive restructuring. Nor is racketeering the main cause of wealth differentials - even though it is a great nuisance and hampers economic development. Total retail sales amount to a third of GDP, and a reasonable assumption is that the revenues from protection are a tenth of retail sales - that is 3 per cent of GDP. In fact, the new wealth comes overwhelmingly from three other sources: subsidised credits, implicit export subsidies and import subsidies. These routes to enrichment opened up in 1988 with the partial deregulation of the socialist economy and took on enormous dimensions in 1991 when the Soviet economy collapsed. The value of subsidised credits to industrial enterprises amounted to no less than 30 per cent of GDP in 1992. While Russia's inflation in 1992 amounted to 2,500 per cent a year, these credits were issued at an interest rate of 10 or 25 per cent per annum. While the aim was to boost slumping agricultural and industrial production, the main beneficiaries were primarily well-connected bankers who sat on the money.

Little wonder that the bankers flourished and that while production was collapsing, many were shot in their struggle over the spoils. The second great source of enrichment was export of commodities - oil, natural gas, metals and other raw materials. Unfortunately, the reformers failed in their attempts to liberalise all domestic prices in 1992 - at one time, the domestic oil price was only 1 per cent of the world market level. People with good connections - executives in the producing companies, commodity traders and corrupt officials - bought oil and metals at low state-controlled domestic prices, obtained export quotas and licences, and sold the commodities on the world market for their own profit. The total value of such export profits amounted to another 30 per cent of GDP in 1992. Hence, a violent Mafia evoked, particularly around the metal industries. Oil executives opposed price increases for oil as late as 1995 - purportedly out of social considerations. But they were more interested in their personal oil deals than in their loss-making enterprises or the value of their stocks. The third large source of wealth was import subsidies. Because of universal fear of starvation in the winter of 1991, subsidies were retained for essential imports in 1992. Importers paid only 1 per cent of the ordinary exchange rate when buying hard currency from the government for food

imports, and the government financed this subsidy with western commodity credits. But the food imports were sold at ordinary market prices in Russia, and the subsidy was siphoned off by a few traders in Moscow. Altogether, these import subsidies amounted to 15 per cent of GDP in 1992. Let us compare the numbers. Chubais's privatisation gave managers a total of about 1 per cent of GDP, but the newly-rich Russians received enormous direct or indirect subsidies - 75 per cent of GDP in gross terms in 1992 alone. Fortunately, subsidised credits and import subsidies were abolished in 1993 by Boris Yeltsin, the then minister of finance. The export subsidies have gradually been reduced as domestic prices have been liberalised and moved towards world levels. As might be predicted, income differentials have begun to fall. So why does everybody blame poor Mr Chubais for the inequalities in wealth? Because people do not understand. The voucher privatisation was a transparent and visible process, while the massive creaming-off of financial flows was hidden from the public eye. The unfortunate outcome is that many a Russian now votes in protest at the wealth differentials against the reformers who have done the most to end the conditions that led to those inequalities. The author is senior associate at the Carnegie Endowment for International Peace

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FINANCIAL TIMES

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Crying foul in Albania

The Albanian elections fell far short of the standards required to qualify as free and fair. This will seriously reduce the legitimacy of any government formed as a result of them.

The way in which the elections were conducted makes a mockery of the Council of Europe's decision last July to admit Albania. This is clearly not a country that qualifies for recognition as a full-fledged democracy.

to provide false democratic cover for constitutional changes that would effectively turn Albania into an elective dictatorship.

For what the Albanian elections reveal is the persistence of autocratic habits in a country that only emerged five years ago from one of the most bizarre tyrannies of the 20th century.

An extreme case

To assume that all supporters of the Democratic party are democrats while the Socialists and supporters of other opposition parties are merely thinly-disguised communists anxious to return to the old ways would be very misleading.

Albania is an extreme case. It highlights the difficulties facing all former communist states as they seek to slough off the 50-year totalitarian legacy.

The Czechs were also subject to 45 years of communist rule, of which the years after 1988 were particularly obtuse. But memories remain of inter-war Czechoslovakia, the only democracy to emerge from the dissolution of the Hapsburg empire.

Mr Berisha had a 62 per cent victory in 1992, would probably - and deservedly - have won a comfortable majority had the elections been free and fair.

Mr Berisha was seeking the two-thirds majority needed to rewrite the revised communist-era constitution in force since 1991. It was such a victory that he sought, and was denied, at a referendum in November 1994.

Modest majority

Mr Berisha should now declare the elections null and void and call for new ones at the earliest opportunity. If new elections were to be held, the Democratic party would be very unlikely to gain the nearly 60 per cent of the vote claimed as a result of the rigged elections.

Turning water into money

When an electricity utility tries to get into bed with a water monopoly, one is entitled to be suspicious. What could they possibly see in each other? Money of course, and why not? If they can make more of it together than they could by staying apart, shareholders will celebrate.

because they had been allowed to become grossly inefficient in the state sector, so that managers had big scope to improve efficiency. This was, indeed, one of the main purposes of privatisation, so it is right that shareholders should realise some of the gains.

Double aim

The reasoning is straightforward: in a competitive market firms cut costs and form mergers with the double aim of holding down prices (to retain market share) and increasing profits.

In the two previous mergers between electricity and water utilities, common boundaries offered the prospect of some economies in administration costs, for example from joint billing.

Even in these mergers, however, the scope for joint economies may have been exaggerated. After North West Water's takeover of Norweb last year, much of the expected reduction in costs results from economies which each utility could have made separately.

Southern Electric thinks that Southern Water is worth almost half as much again as the market thought it was worth seven days ago. So does it know something which nobody else knows? Or, more pertinently, does it foresee a level of profits which Otwat, the industry's regulator, did not expect when it set the prices which the company may charge?

Grossly inefficient

Clearly water companies, in common with other regulated utilities, have been more profitable than many people including the regulators expected at the time of privatisation. This is largely

Peace hangs in the balance

An Israeli election victory for Netanyahu and the right could undo the work done by Peres in negotiations with the Arabs, says David Gardner

As Israel's general elections drew to a close on Wednesday night in the Arab town of Nazareth, leaders of Israeli Arab parties appealed to their people on television and radio to "save the future of our region".

Official results were still to be declared last night. But with all save postal ballots already counted, Mr Benjamin Netanyahu of the rightwing nationalist Likud was defeating Mr Peres by a margin of over 25,000 votes.

If, as now seems more likely, "Bibi" Netanyahu has won, then the chances of a balanced and comprehensive peace between Israel and the Arabs could be pushed beyond the region's grasp. Either way, these elections show that the twin issues of peace and security have polarised Israeli society, splitting it into a peace camp and a fragmented aggregate of rightwing and religious groups, united only in their mistrust of the Arabs.

The peace process led to the 1993 Oslo accords with the Palestine Liberation Organisation which have established interim Palestinian self-rule in Gaza and the main cities of the Israeli-occupied West Bank; the 1994 peace with King Hussein of Jordan; and two difficult years of negotiations on peace with Syria, for which Damascus demands the return of the Golan Heights that Israel conquered in the 1967 Arab-Israeli war.

This is the record defended by that half of Israel's population prepared to take the risks and make the territorial concessions it believes necessary for the Jewish state to live in peace with the Arab countries surrounding it. The process and Mr Peres have also been staunchly backed by Israel's business community, which has welcomed the opening of new markets and the arrival of big foreign investments in the country's advanced technology industries.

Cooley hotly denies

Things don't get much better for Wes Cooley, the Republican congressman from Oregon under fire for vagueness concerning both whether he got married in the mid-1980s - allegedly so his wife could continue to collect a military widow's pension from her previous marriage - and his military record.

He held a press conference in his district earlier this week to deliver the facts as he saw them. Unfortunately, they were a little contradictory. He produced a marriage certificate stating the knot was tied in California in 1983, not in Mexico in the mid-1980s as had been widely reported, but then admitted that he had lied in stating he was wed on earlier voter registration forms and a loan application.

As to his claims of valiant combat service in the Korean War, he blamed a fire in army personnel records for the lack of any verification. But he was also unable to say actually what he did in the war, how he got to Korea and with whom he served - though he did remember the nickname of one sergeant.

Mostly he blamed the "liberal media" for character assassination, adding the standard defence that his lawyers advised him he should say no more. He then said he had



tion's management of peace negotiations - particularly with its implied promise of a Palestinian state in the West Bank and Gaza - as a process which will dismantle Israel's defences, and eventually the state itself. Mr Yigal Amir, a young Jewish religious fanatic, demonstrated how visceral this reaction can be by killing prime minister Yitzhak Rabin last November, propelling Mr Peres into leadership.

The Israeli right's fortunes were damaged by its part in creating the climate of hate leading up to the Rabin assassination. But then Hamas, the Palestinian Islamist group, killed 59 Israelis in four suicide bomb attacks in February and March; Mr Netanyahu's message that the government had subcontracted Israel's security to the PLO leader Mr Yasser Arafat and his Palestinian Authority quickly found its target. "You've created asylum cities [in the West Bank] while our front line is under bombardment," the Likud leader told Mr Peres

in a TV debate on Sunday. Likud's campaign imagery focused on the vigour of the soundbite-perfect Mr Netanyahu, while lingering luridly on the carnage of the suicide bombs. The politics of fear appear to have triumphed. As Mr Ran Cohen, chief whip of Meretz, the leftist ally in Labour's coalition, says: "The winners of this election are Hamas on one side and Yigal Amir on the other."

OBSERVER

Print to be taxed

Philippine taxpayers are not renowned for their fidelity to declaration forms. With fewer than 10 per cent of the country's 30m wage earners forking out last year, the government has resorted to desperate measures. It has this week published a list of the top 1,000 Philippine taxpayers, printed in all the main newspapers, and notable primarily for the numerous names excluded.

Poles apart

Poland's former central bank governor Grzegorz Wroblewski, recently exonerated by the law courts of charges of criminal negligence, seems to be clambering back.

Better red

In a stunt worthy of Pepsit, Flannmarion, the rather appropriately named Gallic publisher which has the domestic rights for Thomas Cluff's thriller Assasin, has resorted to multi-coloured ink in its battle to grab the headlines.

Game up?

A worthy seminar in Paris this week organised by the French Senate debated the subject of how - or whether - the country's banks can meet the challenge of European competition.

Interests of Bank Handlowy or indeed the treasury.

Yesterday it thundered that Olechowski, once a top adviser to former president Lech Walesa, had pressured the BH into financing the Gdansk Shipyard, which is now teetering on the brink of bankruptcy.

Double aim

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long enough to guarantee them space on next year's roll call that has already been promised.

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uncompromising positions defended by Likud heavyweights such as Gen Ariel Sharon. As defence minister under the late Likud prime minister Menachem Begin, Mr Sharon launched the disastrous 1982 invasion of Lebanon and siege of Beirut. When Mr Peres last month unleashed 17 days of bombardment on Lebanon after attacks by Hizbollah guerrillas, Mr Sharon urged another invasion.

Palestinian and Arab reaction to a likely Likud return has been muted, with the exception of Syria. "Anyone who claims they can achieve security and peace while holding on to the Golan and the other occupied Arab territories is an advocate of war not peace," Mr Farouq al-Sharara, Syria's foreign minister, said on Monday. There was no shortage of voices on the right urging a strike against Syria - which licenses Hizbollah operations in Lebanon - during last month's bombardment. Indeed, the possible leap from proxy war to all-out conflict underpinned Mr Rabin's conviction that unless Israel reached terms on the Golan, it faced war with Syria within three years.

Mr Arafat and his colleagues were yesterday silent, sticking to the institutional framework of their negotiations with Israel, and banking on US pressure and, more optimistically, Arab solidarity, to moderate Mr Netanyahu. Mr Hanan Ashrawi, the respected former peace negotiator and member of the Palestinian legislature elected in January, said her people's hopes would not die if there was "a strong and solid Palestinian strategy... to re-educate Mr Netanyahu on the process of peace."

Mr Netanyahu himself believes all Arab leaders will lower their expectations when confronted with a strong leader. "When they see a weak prime minister like Mr Peres obviously they're going to ask for more," he said this week.

This could be a dangerous misreading. No Arab leader, from President Hafez al-Assad of Syria, through President Hosni Mubarak of Egypt to King Hussein of Jordan, can afford to be seen to collude in land-grabs, or the denial of legitimate Palestinian rights. Nor will Muslim leaders anywhere be able to deal comfortably with an Israel which has closed off a solution to Jerusalem, which houses the Dome of the Rock, the third holiest place in Islam.

President Bill Clinton, who invested a lot of personal effort and prestige in trying to win the election for Mr Peres, is being looked to by Arab governments as never before to bring US muscle to bear on Israel. Mr Clinton had hoped the US could broker a deal with Syria before he faces voters in November. Washington is already nervous that Syria is strengthening its alliance with Iran and putting out feelers to its arch-foe Iraq. But yesterday he framed his reaction with caution. "Our policy will be the same if Israel is prepared to take risks for peace; we are determined to do our best to reduce the risks and increase the security."

"That 'if' remains to be defined on both sides. But as of last night, Israel's future, and its future relationship with its neighbours, was in the hands of the young voter-soldiers. It is they who will have to do any further fighting and dying their country's political masters might require."

Financial Times

50 years ago

Dutch Currency Position The expansion of the note circulation in Holland is still being closely watched in banking circles. After a halt during the first half of May, the growth of the note issue of the Netherlands Bank was resumed last week with an increase of 40 million guilders or more than 1 1/2 per cent. In the period since the beginning of this year alone, the note circulation has expanded by a little under 50 per cent. There can be little doubt that Holland is going through a period of inflation. The basis of the trouble is the same as in so many other countries: in short, too much money, too few goods.

Gold Royalty Abolished

Saltbury: Taxpayers in Southern Rhodesia are to receive relief including income tax deductions totalling £1,642,000, Lt-Col Sir Ernest Guest, Finance Minister, announced in the Southern Rhodesia Parliament. Income tax for companies and individuals would be reduced. The abolition of the royalty marks a further important remission of the burden of taxation under which of Southern Rhodesian gold mines have been labouring. Last year the gold premium tax, which had been described by a commission of inquiry as 'bad in principle, was rescinded.

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## Yeltsin pledges boost to market economy

By John Thornhill in Moscow

President Boris Yeltsin will today launch an election manifesto promising to defend Russia's democratic freedoms and develop its market economy, in a clear attempt to seize the political centre ground ahead of next month's poll.

In marked contrast to the nationalist flavour of his recent campaign speeches, Mr Yeltsin's programme echoes the radical liberal rhetoric of 1991 when he swept to power on a wave of democratic protest against a hardline communist coup.

In the 127-page programme, obtained yesterday by the Financial Times, Mr Yeltsin promises to complete his economic reform programme, rewrite the tax code, compensate swindled investors, strengthen the social welfare system, and introduce a modern professional army.

But he also adopts a softer tone in attempting to court voters who have suffered hardship from Russia's fitful economic reforms.

"As president I know better than most how difficult life is for you at the moment. I feel all your pain, all the country's pain. However, I am sure that this is the

## Russian president unveils radical programme in election manifesto

Mr Yeltsin's programme is a "manifesto of a recovering organism," he says.

But the 65-year-old president acknowledges he has made many mistakes and was not decisive enough in tackling problems such as economic reform and Chechnya, where he now promises to pursue a peaceful path to restore constitutional order.

With typically disarming candour, he writes: "I have made mistakes, but I know better than anyone else how to correct them."

Mr Dmitry Volkov, political commentator for the liberal Sevodnya newspaper, said the Russian president was appealing to two camps: "Yeltsin has put out a programme which is designed to be acceptable to both the liberals, in its emphasis on personal freedoms and the civil state, and to the socially-challenged, in its promises of personalistic help."

Mr Yeltsin vigorously defends his five-year record as president, claiming he pulled Russia back from the "brink of catastrophe" and put it firmly on the road

towards a flourishing democratic future.

He also claims credit for entrenching the concept of a multi-party democracy, and says Russia has successfully laid the foundations of a market economy. He also claims to have preserved Russia's territorial integrity and peacefully re-integrated the country into the world community, in which it no longer had any enemies.

Measures will be introduced to stimulate investment, encourage the formation of small businesses, regulate monopoly companies more effectively, and promote competition, he says.

Mr Yeltsin, who was yesterday campaigning in Ufa, in the Ural region, is expected to launch his programme in a speech today.

But it is understood the draft manifesto has been the subject of fierce debate within the presidential administration for being too liberal, and some elements of the programme may be revised before the full text is released.

How some got rich, Page 16

## Thai goods lucky dip will help buy US strike jets

By Ted Bardecke in Bangkok and Bernard Gray in London

In a bizarre fruit-for-fighters swap, McDonnell Douglas of the US yesterday agreed to buy a mixed bag of Thai rubber, ceramics, furniture, frozen chicken and canned fruit in part exchange for eight top-of-the-range F/A-18 strike fighters.

Thailand has agreed to pay part of the \$78m cost of the aircraft in cash, though even this will be paid in instalments through an agreement with the US government. However, in part payment, McDonnell Douglas has agreed to accept a \$93m lucky dip of locally produced Thai goods.

McDonnell Douglas, which normally specialises in fighters, attack helicopters and commercial airliners, said it hoped to restock the products to Thai companies in its first large venture into the domestic goods market. It has recruited a Japanese trading house to help with the sale in international markets.

The deal to supply the F/A-18 fighters has been under discussion for over a year, and the novel swap is an indication of how arms sales are increasingly being financed by unusual methods in a fiercely competitive market.

The sale also marks the first time that jets capable of carrying long-range US air-to-air missiles have been sold to south-east Asia. The US has previously refused to sell the advanced Amraam missile into regions which did not already possess similar weapons, in an attempt to head off a regional arms race.

However, Thailand insisted on having the missile before it would buy the aircraft. Under a compromise deal, the F/A-18s will be supplied without the Amraam missile, though they will be capable of carrying the long-range weapon. If other countries in the region acquire similar weapons, the US will then supply Amraam for the Thai fighters.

Since the Thai jets are not due for delivery until 1999, and Taiwan is in the process of buying French Mirage jets armed with an equivalent to the Amraam, in practice the Thai air force may well get fighters equipped with Amraam from the date of first delivery.

The Thai government last year introduced regulations to encourage countertrade in an attempt to reduce its current account deficit, which was 8.1 per cent of gross domestic product last year. In general, for larger contracts, the government requires that raw and processed agricultural goods be exchanged for between 20 and 50 per cent of the value of a contract.

The Thai military supports the countertrade policy as a way to increase political support for a proposed massive defence build-up.

## THE LEX COLUMN Dornier dilemma

If Daimler-Benz could find a way of getting shot of Dornier, its heavily loss-making regional aircraft subsidiary, that would be great news for shareholders. Now that Daimler has dealt with Fokker and AEG, Dornier is the biggest thorn in its side: last year it lost DM500m (\$320m) on sales of less than DM1bn and a similar loss is in prospect for 1996. The market for turboprop aircraft is grossly oversupplied and America's Fairchild, the prospective buyer, is one of the few manufacturers to have consistently made money in the past few years.

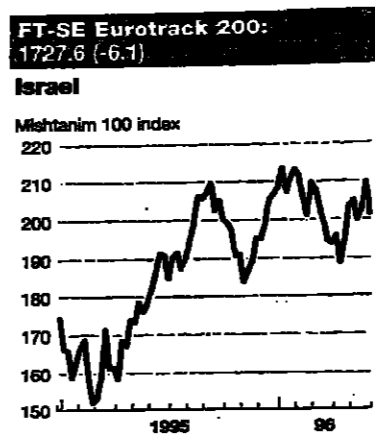
The problem so far has been that the Dornier family is opposing all attempts to sell the business. Although the family only holds 12.5 per cent of the voting rights in Dornier, it negotiated itself a veto on all significant decisions affecting Dornier when it sold to Daimler in the 1980s - giving it the power to block a sale. Daimler's aerospace arm, Dasa, now believes it has found a way of getting around this by transferring Dornier into a new holding company and selling 80 per cent to Fairchild. That would give Fairchild control without - in Dasa's view - requiring approval from the Dornier family. If the family still objects, Dasa is threatening to shut Dornier and sue it for the DM700m closure costs.

While Dasa's frustration is understandable it should not stoop to bullying minority shareholders, however unreasonable. After all, it was Daimler which signed the onerous contracts with the Dornier family in the first place.

### Israel

An election victory for Mr Benjamin Netanyahu and his right-wing Likud party - which looks increasingly likely - is not the result investors had been hoping for. A Likud government will slow the peace process which has brought the prospect of stability and foreign investment to the region. Mr Netanyahu himself is relatively unproven, having never held a government post. And there are worries that to build a coalition with Israel's small religious parties, he will have to make concessions that could weaken the government's finances. That could lead the central bank further to increase interest rates which already stand at 15.5 per cent. This explains yesterday's 5 per cent drop in the stock market, which has been lacklustre this year following a 20 per cent jump in 1995.

But the longer-term prospects remain positive. While politics has an influence, the market is driven pri-



Source: FT Extel

world. Indeed, Gates already has foothold in Asia, so it may even win Tomkins up to the opportunities in faster emerging markets.

Even excluding Gates, Tomkins shares are trading at below 13 times forecast May 1997 earnings, a substantial discount to the market average. But earnings are growing faster than average. And Tomkins is more cash generative than Hanson and BTR, which underpins a generous dividend pay-out. There is no rationale for returning Tomkins to its pre-REFM pedestal of a massive market premium. Return on capital employed is one of Tomkins's primary yardsticks yet the 15 per cent that it is achieving is far from exciting. But it does deserve an average market rating.

### Stock Exchange

The blueprint for the new order-driven market on the London Stock Exchange represents a shift towards transparency in trading. It should help untangle the web of special privileges enjoyed by marketmakers in the current quote-driven system. Marketmakers are, of course, reluctant to give up the privileges associated with the current system. The chief of these is exemption from stamp duty. And to encourage them to keep the new market liquid, the Treasury is willing to be persuaded to maintain the exemption. An order-driven system, under which small trades are electronically matched on screen, will only work efficiently if traders as well as investors are encouraged to take part.

The question is this: exactly how much liquidity will the new version of marketmakers, registered principal traders, have to provide in return for tax exemption? The best solution would be to do away with both tax and privileges, but the Treasury is not about to agree to this.

In its consultative document, the exchange plumps for what looks like the least onerous option for marketmakers that would still convince the Treasury to grant the exemption: RPTs would have to do a certain proportion of business through the order-driven system. But the broader market might be better served by one of the options in the Securities and Investments Board's parallel document, requiring RPTs to bid on screen whenever there were no other bids. Not only would this be a better guarantee of liquidity, it would also be an easier system to police.

Additional Lex comment on United Utilities, Page 24

## South Korean vehicle maker to boost production

# Daewoo plans truck exports to crowded European market

By Haig Simonian in Kunsan, South Korea

Daewoo Motor, the vehicles subsidiary of the South Korean industrial group, expects to start exporting heavy trucks to Europe by the end of this year, increasing competition in the region's crowded truck market.

Sales of heavy trucks in Europe this year are expected to decline slightly, or at best remain broadly stable, after a period of steady growth. Competition is already tougher following the launch of new models by Scania, the Swedish truck maker.

Daewoo will ship models produced at its state-of-the-art vehicles plant at Kunsan, on the west coast of Korea. The Kunsan facility, which will eventually make cars as well as commercial vehicles, is one of the world's biggest vehicle production plants,

built on largely reclaimed land stretching over 7m sq metres.

Until now, Daewoo's truck output has been limited to about 4,000 vehicles a year at its Puyong plant near Seoul. But output at Kunsan, which began last September, will rise to 20,000 vehicles a year from next month.

Daewoo's move into the European market has been planned for some time. Early last year the company bought control of Avia, the largest truckmaker in the Czech republic, and announced plans to invest heavily in new engines and vehicles.

According to a senior executive, the company intends to coordinate operations between Avia and the Kunsan plant.

Western Europe's market for trucks weighing more than 5.1 tonnes grew by 20 per cent last year to 255,000 vehicles. So far this year demand has been level-

ling off, with relatively small growth expected over the next one to two years.

Eastern Europe's commercial vehicles markets are fragmented and statistics unreliable. But Scania estimates the region could annually absorb 52,000 new trucks weighing more than 16 tonnes within the next decade.

The Kunsan-built trucks and tractors range from 8.9 tonnes total gross weight, and have been designed for distribution, construction and special purposes. Engines, all made by Daewoo, range from 250-370 hp.

The trucks were designed by Hawtal Whitting, the specialist UK design and engineering house. Daewoo would not disclose which European markets had been targeted for the first sales, nor how many units were likely to be shipped.

## ISS puts \$100m aside for errors in US

Continued from Page 1

humble cleaner. Its strong growth and profit record made it a favourite among investors and management consultants.

About 31 per cent of group turnover was generated in North America last year. Mr Schmidt said ISS would not pull out of the US, although it

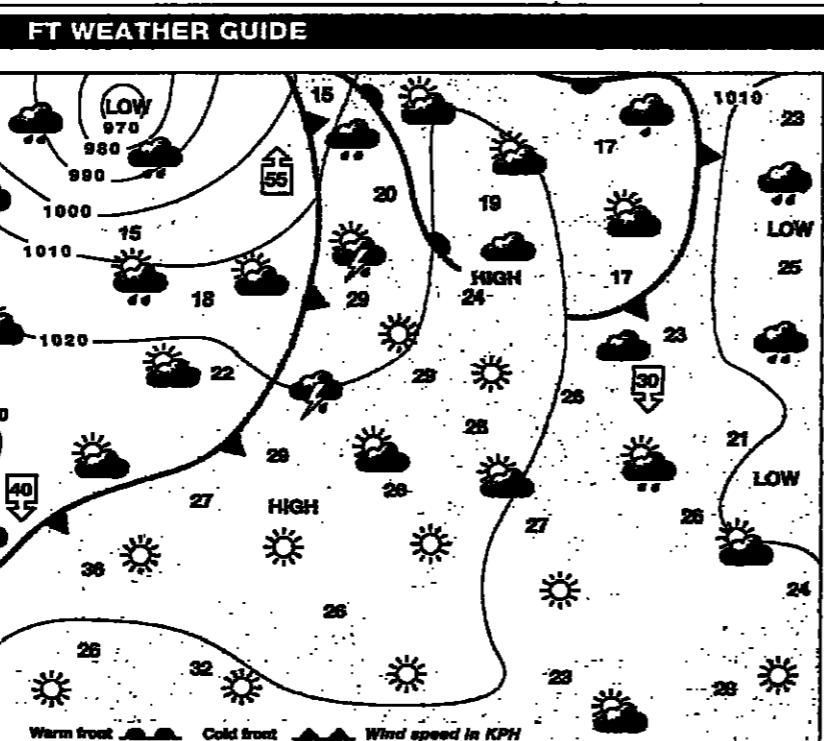
might sell off some of its US businesses.

ISS carried out a management shake-up last year and the company said its European, Scandinavian and Asian divisions had performed strongly so far this year, increasing turnover by about 11 per cent.

Mr Schmidt said the extraordinary provisions would not have a

serious effect on group liquidity, but would hit the balance sheet.

The group "will have to put on the brakes" and might be forced to curb its programme of acquisitions. No profit forecast for the full year would be made until the publication of the half-year report on August 15, when a decision will also be taken on dividend policy.



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